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Place:
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Date:
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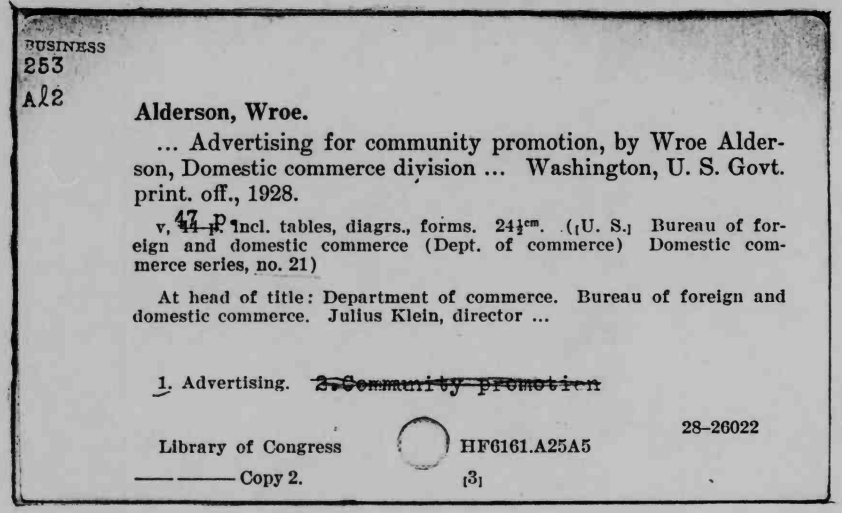

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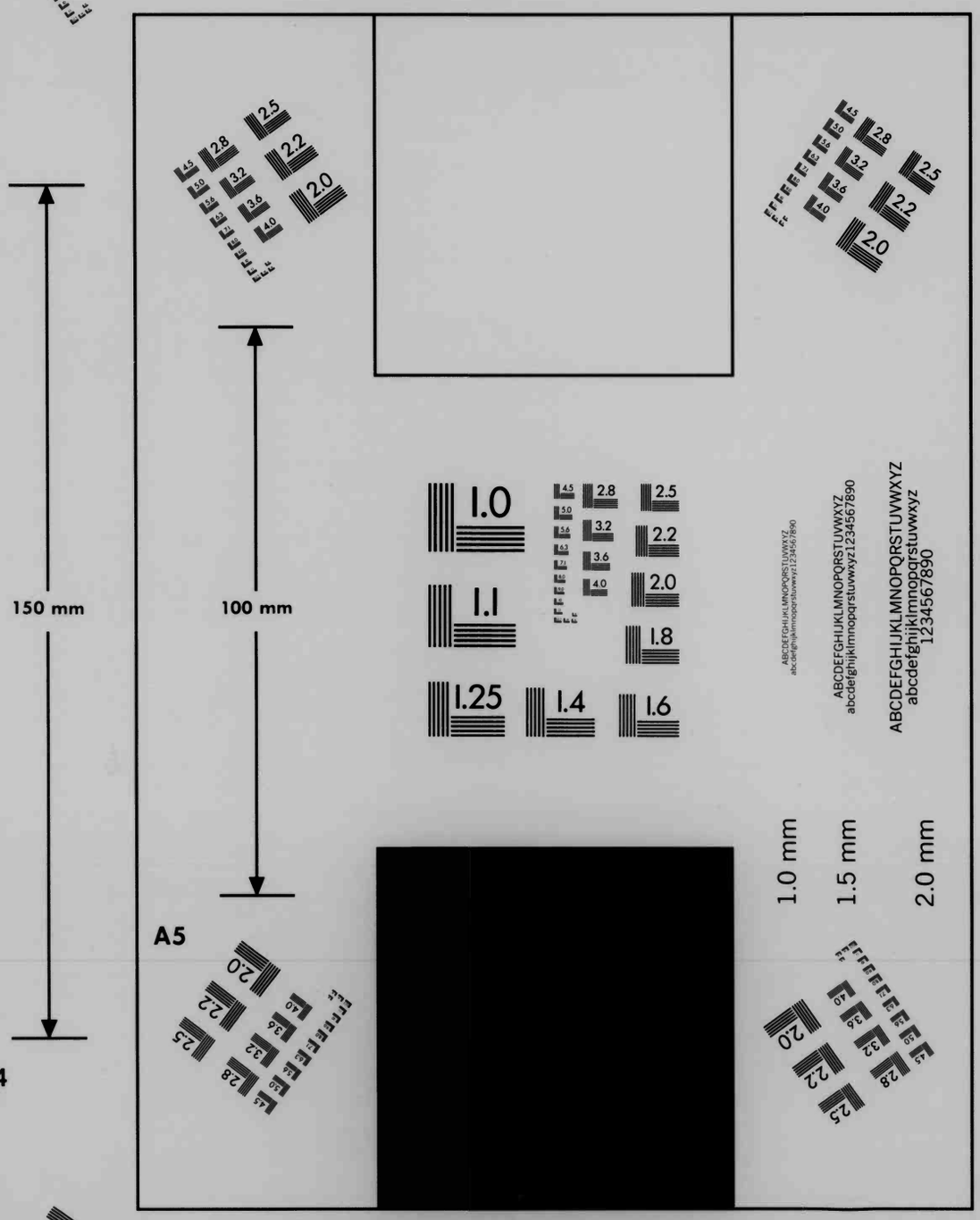

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CONTENTS

	Page
Foreword	IV
Definition and scope	1
Community promotion programs	2
Analysis of questionnaire returns	3
Average expenditures	4
Taxes	5
Objectives	6
Overhead	11
Mediums	13
Advertising agencies and fees	13
Nonadvertising cities	13
Railroads	14
State and municipal agencies	15
Returns from advertising agencies	15
Results of community advertising	16
Enumeration of increases	17
Difficulties of measurement	18
Supplementary questionnaire	18
Measuring tourist business	20
Visitors to national parks	21
Trend of community growth	22
Influence of railroads	23
Minor movements	23
Industrial movements	23
Recent industrial shifts	25
Community advertising problems and methods	27
Prestige and good will	27
Appeals to tourists	28
Attracting industrial plants	28
Selected list of manufactures	29
Seeking conventions and obtaining publicity	33
Promoting agricultural development	34
Appendix: Indexes of community growth, 1920–1926	36

FOREWORD

The total advertising bill of the United States is estimated to be considerably in excess of $1,000,000,000 annually. The social and economic effects of this vast expenditure are difficult to trace. Students of advertising admit that a large amount of fundamental research is urgently needed in order to determine the kind and method of advertising best suited to particular purposes. It is also admitted that considerable money is wasted because the appeals do not reach the public group where they would be most effective.

Advertising agencies and associations are conducting much research on these subjects, and the fact that they are appropriating large sums of money for the establishment of foundations to study the economics of advertising is evidence of the importance of the subject. In connection with certain parts of this work, the Government may properly assist these investigations. The Bureau of Foreign and Domestic Commerce is much interested in the further extension of these studies and from time to time has made some contributions to various phases of the subject.

About a year and a half ago the American Community Advertising Association asked the domestic commerce division of the bureau to assist it in making a survey of the work in community advertising. At that time a representative of the association was stationed in Washington and it was proposed that he prepare a questionnaire which the bureau would send out. The questionnaires were sent out and a fairly satisfactory return was secured, but before any analysis could be made the association's representative was withdrawn from Washington and for some time no effort was made to analyze the replies.

An examination of the schedules indicated that they contained a considerable amount of valuable material, and some correspondence revealed a rather wide interest in having it correlated and made available in published form. The replies to the questionnaires were somewhat deficient in regard to specific results obtained from community advertising. Consequently, a supplementary questionnaire was sent to a selected list of cities, which resulted in further information on this particular point.

The manuscript of this bulletin was submitted to a number of men familiar with community advertising. Valuable criticisms and suggestions were obtained from Charles F. Hatfield, president, and Don E. Mowry, secretary, of the American Community Advertising Association; F. Stuart Fitzpatrick, assistant manager of the organization service department, United States Chamber of Commerce; James O'Shaughnessy, secretary, American Association of Advertising Agencies; Marlin E. Pew, editor, Editor and Publisher; William A. Thompson, director, Bureau of Advertising; C. P. Wood, director of research, Lockwood, Greene & Co.; and E. DeWitt Hill, community advertising expert, H. K. McCann Co.; and these have been incorporated in this report.

JULIUS KLEIN, *Director*,
Bureau of Foreign and Domestic Commerce.

OCTOBER, 1927.

ADVERTISING FOR COMMUNITY PROMOTION

DEFINITION AND SCOPE

Some confusion arises in the use of the term "community advertising," since it is closely related to cooperative advertising on the one hand and to general community promotion on the other. "Cooperative advertising" is meant to characterize all cases in which individuals or organizations who are competitors in their ordinary business relations contribute to a joint advertising fund to promote mutual interests. The principal types of organizations doing advertising in this way are: Cooperative marketing organizations, trade associations, and local groups of retailers.

The advertising carried on by trade associations usually is for the purpose of promoting the general sales of a commodity or commodity line, each firm in the association relying on the general increase in demand for the commodity to increase the sales of its own brand or output.[1] Advertising by cooperative marketing associations is related to cooperative advertising only because it is a means of selling commodities produced by competitors. These competitors, however, do not commonly maintain competitive brands and sales organizations, so that the advertising problems handled by cooperative marketing associations differ in most respects from those of the trade associations.

In a great many towns local groups of retailers are doing an increasing proportion of their advertising in a cooperative way. Such arrangements may include all the retailers in the community, or may be restricted to the members of a single trade, or to the merchants in a particular section of a large city. Such programs often make use of special sales days, or what is known as the "Neosho plan."[2]

Only such advertising as aims directly to promote the development of a community, State, or region falls within the scope of the present study. In such programs money raised through taxation or local solicitation is expended by a publicity bureau, chamber of commerce, or a central committee representing a group of civic organizations. In the same category must be included the work of railroad companies for the development of the territory traversed by their lines. In the following pages the principal emphasis is

[1] This new trade practice has been described by Hugh E. Agnew, now professor of advertising at New York University, in studies for the Periodical Publishing Association; and also in his volume published in 1926, entitled "Cooperative Advertising Among Competitors," with the subtitle, "Promoting a whole industry by combined effort in advertising."

[2] See Retail Store Problems, Domestic Commerce Series No. 9, Bureau of Foreign and Domestic Commerce, p. 60.

given to advertising campaigns conducted by cities, with a briefer treatment of State publicity bureaus and the development work carried on by certain railroad systems.

Having identified community advertising as a type of cooperative advertising, it is still more difficult to show a clear distinction between community advertising and community promotion. Practically all communities of more than 5,000 inhabitants, and many smaller ones, are making some provision for community promotion every year. Such work is commonly in the hands of the secretary of the chamber of commerce and includes a wide range of activities and projects of importance to the community as a whole. Civic improvements, such as the erection of libraries, public markets, rest rooms, etc., are often carried out in this spirit of community enterprise. Fairs, exhibits, and other special features are undertaken, as well as the entertainment of convention and casual visitors and the dissemination of tourist information. Representing the community before conventions, legislatures, and public commissions, and the securing of rate adjustments and similar services require the attention of some regularly constituted agency.

Community promotion in the strictest sense, however, refers solely to efforts to increase the economic welfare and prosperity of a community. It is the consciously directed competition of a city with rival cities. The two basic aims of such programs are to increase the resident and transient population dwelling in the city and its trading area, and to increase its wealth-producing activities. The actual work of community promotion consists in interesting persons from the outside in its economic or recreational advantages. Promotion methods include negotiations with manufacturers or associations wishing to locate industrial plants or conventions, answering the inquiries of tourists and prospective settlers, working for improvements in the agriculture and other wealth-producing activities of the city and surrounding country, and building up the prestige of the city so as to extend its trading radius. In every one of these endeavors advertising and publicity may be used and commonly do play a leading part.

COMMUNITY PROMOTION PROGRAMS

The difficulty of defining the place of advertising in the general program of community promotion arises partly from the fact that there are three distinct types of community promotion programs, with advertising serving a different purpose in each case. These types are influenced by the size of the city and the length of its experience in community promotion through advertising. For the greater number of the small cities and towns the only advertising expenditure is for descriptive booklets, road signs, and very infrequent notices in newspapers and magazines.

In the largest cities and those which have been longest engaged in active community promotion, the entire endeavor is definitely departmentalized, with a tourist bureau, convention bureau, industrial bureau, and other divisions according to the special situation of the particular city. In such organizations advertising proper plays an

important part but is subordinated to other phases of the general program of promotion. A number of cities in this class state that they do no direct advertising but make every effort to secure publicity in the newspapers and magazines. All expenses incurred, however, in carrying out a program of publicity, should be considered as an advertising expenditure in trying to calculate the total cost of advertising the city.

The largest direct expenditure for advertising comes in the middle group of cities, those with populations of from 50,000 to 300,000. It is in this group of cities that the phenomenon known as the community advertising campaign peculiarly belongs, in which a good many thousand dollars are raised by an intensive canvass and budgeted to a variety of mediums for advertising over a period of two to five years.

The present study is confined as closely as possible to community advertising, and some care has been taken to define it with regard to related subjects. This is rendered difficult by the varying function of advertising in the promotional programs of different types of cities and by the degree of interchangeability between the terms "community advertising" and "community promotion." The broader viewpoint may occasionally need to be resorted to, as in the section dealing with measurement of the results of advertising.[3]

ANALYSIS OF QUESTIONNAIRE RETURNS

The first step in this investigation was to circularize leading communities and especially those known to be carrying on or considering an extensive advertising campaign. The following questionnaire was sent out in the fall of 1925 and early in 1926 to cities, State publicity bureaus, and to railroads doing development work. The figures submitted in most cases included the budget for 1926. Four thousand questionnaires were distributed to cities and towns, of which 412, or 10 per cent, were returned. Of those returned 31, or 7½ per cent, were from communities doing no advertising; and a further 20 were so incomplete as to be unusable. Of the remaining 361 questionnaires, upon which the conclusions of this study are based, 322 were from cities, 4 from State bureaus, and 35 from railroads.

Questionnaire on Community Advertising

1. Give amount spent for community advertising, average, past five years, $_____
2. State portion obtained from municipality, State, or other governmental sources, average, $_____
3. What were the objectives? For example:
   Prestige and good will_____ Conventions and publicity_____
   Tourist business_____ Residents and settlers_____
   Business promotion_____ Agricultural development_____
   Check the one or ones for which advertising was used, giving about the ratio for each. If three objectives, about one-third each, if a fact.
4. What proportion of the average annual expenditure went for so-called "overhead," secretary, clerical help in office, etc. State this in dollars, $_____

[3] A book entitled "Community Advertising," by Don E. Mowry, secretary of the American Community Advertising Association, published in 1924, contains a detailed discussion of general community promotion.

5. What amounts were spent in advertising, on an annual basis, in the following mediums:

Newspapers	$	Radio	$
Magazines, national	$	Technical journals	$
Screen	$	Farm journals	$
Outdoors	$	Exhibits and expositions	$
Specialties	$	Booklets, etc	$

6. Was an advertising agency employed to execute the work? _____
7. If not, what organization was responsible for the campaign? _____
8. What portion of the average amount spent annually was given to the advertising agency for its work? (Fee) $_____
9. What accomplishments can you record for the outlay made on the above five-year advertising program? (Use back of sheet in answering.)
10. If you are a railroad, utility, bank, insurance company, newspaper, state in your own way what you have done in a direct advertising way to promote the community or communities you serve, and the results you believe you have obtained thereby. (Use back of sheet for answer.)

This return is from: (Sign) _____
Official position _____
City and State _____

The returns constituted practically a complete survey of the field within the scope of the questions asked. There are 3,000 towns in the United States which have a local civic promotion organization and are hence to be considered as having some interest in community promotion. A considerable proportion of the towns under 10,000, however, do not have a full-time paid secretary, and hence are not making any special expenditure for community promotion. The number of towns of over 10,000 was estimated by the Census Bureau to be 847 in 1925. The 400 cities answering the questionnaire are largely in this class. Every effort was made to cover the cities which were actually conducting campaigns entailing unusual expenditures, and it is believed that nearly all the important campaigns were included. Special care was taken to detect any bias in the returns that might arise from a varying degree of interest in the subject from one region to another, and the material was found to be representative from this point of view.

AVERAGE EXPENDITURE

The question concerning average expenditures was designed to exclude the more general type of expenditures for community promotion, such as salaries of chamber of commerce secretaries. Clerk hire and other incidental expenses come within the meaning of the question only when necessitated by a special advertising campaign. A direct answer in actual figures was received in the great majority of cases. There were a few instances where the respondent changed the phrase past five years to past two years or past three years, indicating a recent introduction of community advertising in those instances. The sum of all yearly expenditures reported by the 380 cities answering was over $4,592,001. The average yearly expenditure, then, for the group of cities reporting is about $11,000. This average is brought up considerably by a number of very large funds. In fact, only 77 cities out of the group exceed $10,000 in their annual budget for advertising, although 25 ran from $50,000 to $1,000,000. A more representative figure would perhaps be the dividing line between the upper half and the lower half of the group of cities, as judged by the

amount of the annual advertising budget. This median figure is in the neighborhood of $3,000. But cities spending the latter amount would not shed much light on the manner in which money in the Nation as a whole is spent for community advertising, since half of all the money spent by the group represented was comprised by the budgets of the 25 leading advertising cities.

In discussing the total expenditure of money for community advertising, then, the most significant examples would be those cities which spend in the neighborhood of $100,000 annually. Typical cities with departmentalized organizations for handling community promotion report advertising expenditures of $10,000 to $20,000 a year. The small towns, relying on posters and booklets, rarely spend more than $1,000 a year and more commonly $200 or $300.

With this total of slightly over $4,500,000 actually reported, it is likely that the national bill for community advertising totaled nearly $6,000,000. Crain's Market Data Book, 1926, publishes an estimate of $1,300,000,000 as the expenditure for all forms of advertising in 1925, and other authorities concur with this figure. The present estimate of $6,000,000 for community advertising would account for about one-half of 1 per cent of the advertising expenditure for all purposes during the year.

TAXES

Seventy-two cites stated that all or part of their advertising funds are derived from taxation. Twenty-one specify city taxes, five county taxes, and three county and city taxes. Thirty-six do not report as to type of taxes drawn upon, but the presumption is that most of these cities derived their funds from municipal taxes, since they lie in States where this is the only method reported. Three State bureaus report the use of State taxes.

Eight Florida cities report funds derived from taxes, four of which obtain their entire budget in this way. After Florida, the highest ranking States, by number of cities reporting advertising funds derived from taxation, are California and Colorado with 6 each, Virginia with 5, and Georgia with 4; incidentally, 1 city in each of these States derives its entire advertising funds through taxation. Other cities with funds obtained in part from taxation are 4 in Wisconsin, 3 each in Alabama, Michigan, and South Dakota. One or two each is reported from the following States: Maine, New Hampshire, New York, New Jersey, Maryland, West Virginia, North Carolina, South Carolina, Illinois, Missouri, Minnesota, North Dakota, Montana, Nebraska, Texas, Arizona, Utah, Nevada, and Oregon.

Legal limitations on use of money raised through taxation for advertising are apparently very few. In only one instance was it stated that such a use was contrary to the laws of the State. Memphis reports that the city charter prohibits such action. Petersburg, Va., uses money raised by taxation for publicity, but this fund must be spent for personal solicitation and none for printed matter. A campaign is being carried on in Massachusetts to secure legislation which would allow advertising expenditures to be made from both State and municipal taxes.

OBJECTIVES

In the subsequent treatment of individual campaigns they will be classified according to objectives reported. At the present time it is pertinent to indicate the relative importance of the various objectives, as shown by the checks given on questionnaire returns. Giving equal weight to every instance in which an objective is checked, a percentage basis is provided for evaluating the comparative importance of objectives. The rank of the objectives printed on the questionnaire was found to be as follows: Tourist business, 22 per cent; business promotion, 21 per cent; prestige and good will, 17 per cent; conventions and publicity, 14 per cent; agricultural development, 13 per cent; residence and settlers, 11 per cent. Eight respondents added industrial promotion, which was intended to be included under business promotions, while mining and fishing development and the promotion of attendance at a local college were also mentioned as objectives.

Tourist business.—Tourist business and business promotion are clearly outstanding among the objectives sought. On questionnaires checking more than one objective, these two occur together more frequently than any other pair. Aside from this relation to each other, each of these two objectives stands at the head of a group of three which appear on close inspection to be logically related. Thus "tourist business" is most frequently accompanied by "conventions and publicity" and "residents and settlers" as objectives checked. These three objectives have a very important character in common; they all represent the effort to increase the transient or permanent population of a community and to get more people to come to the city either on a visit or to remain.

Business promotion.—On the other hand, "business promotion" displays a similar relationship to "agricultural development" and to "prestige and good will." Each member of this group is endeavoring to intensify the wealth-producing activities of the city and its territory. The truth of this statement is more evident when it is realized that all respondents giving a definite interpretation to "prestige and good will" considered it as being the effort to extend the trading radius of the city or to cultivate more intensively its existing trade area. This objective, then, becomes one of the ways of increasing the retail and wholesale trade of the city, which are among its wealth-producing activities.

Checking objectives.—One method of checking the nature of the objectives sought in various parts of the country is by following out the territory occupied chiefly by one or the other of these two groups. This has been done in the accompanying map. The States in black are those in which the motive of attracting permanent or transient population predominates. All these States are aggressively seeking the tourist trade. In addition, Florida and the States of the Southwest want permanent settlers. The black areas, however, do not account for a number of cities whose principal interest is in securing conventions. Many such are to be found in the thickly populated industrial States north of the Ohio, from St. Louis to Boston.

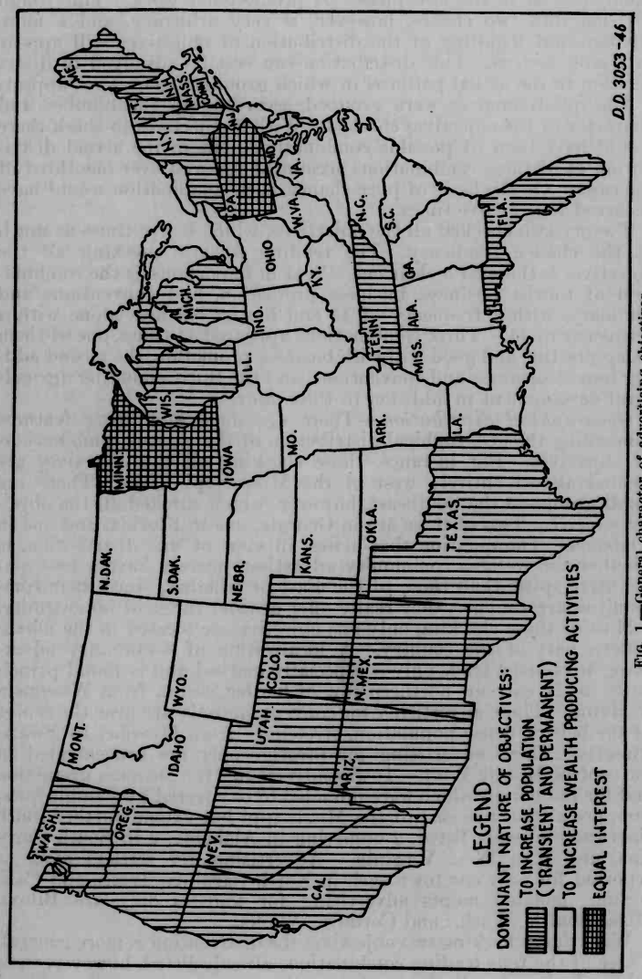

Fig. 1.—General character of advertising objectives

The States that appear unshaded on the map have registered most interest in wealth-producing activities. The shaded States report an equal interest in the two phases of promotional work. This rough division into two classes, however, is very arbitrary, and a more fundamental handling of the distribution of objectives will appear in a later section. This distribution can best be adjudged in direct relation to the actual patterns in which groups of objectives appear.

The questionnaires were grouped according to the number and character of the objectives checked. With 6 objectives to check there would have been 64 possible combinations, but in the actual distribution 11 of these combinations accounted for well over one-third of the cases. On the basis of pure chance, each combination would have occurred four or five times.

Twenty-two checked all the objectives, which is five times as much as the chance frequency. The tending toward checking all the objectives is therefor a clear one. Next in importance is the combination of tourist business, business promotion, and conventions and publicity, with a frequency of 15 and tourist business alone with a frequency of 14. Three combinations appeared 11 times, one of them being prestige and good will with business promotion, the second adding tourist business and conventions, and the third including agricultural development in addition to these four.

Geographical distribution.—There are some interesting features concerning the geographical distribution of the various combinations of objectives. For instance, those checking all the objectives are located almost entirely west of the Mississippi River. There are small groups in the Southeast, however, which checked all the objectives listed. Two of these are in Georgia, one in Florida, and one in Alabama. The question that arises, in view of this distribution, is whether the western community advertisers merely have a less conservative spirit than those of the East or whether, since their communities are younger, they really offer a wider range of opportunity.

Most of those checking only one objective are located in the northeastern part of the country. A localization of community advertising for tourist trade only is especially marked and is found principally in the extreme northern row of border States, from Wisconsin to Maine. Those advertising for conventions only are near the center of the belt of dense population, stretching from Missouri to Massachusetts. Those advertising for prestige only are concentrated in the central Middle West. Towns advertising for business promotion and for industries, which were intended to be covered by a single question, are all but one east of the Mississippi but extend farther south than those already listed, 2 occurring in Alabama, 2 in South Carolina, and 1 in West Virginia. Advertising for settlers alone is reported for only one town each in North Carolina, Texas, and California. Isolated points advertising for tourists only are Biloxi, Miss.; Seattle, Wash.; and Cordova, Alaska.

With those checking two objectives the distribution is more general. Three of the four leading combinations already listed, however, were confined almost entirely to the northeastern section. These three were: (1) Prestige and business promotion, (2) tourists and conventions, and (3) tourists and business promotion. The combination of tourists and settlers was found in Florida and the Western States.

Combinations other than the four leading ones were pretty generally distributed, with a special concentration in California.

Those checking three objectives were again still more widely distributed, but with a degree of concentration toward the eastern half of the country. One, two, or three objectives are the typical numbers east of the Mississippi and especially north of the Ohio.

Four and five objectives, on the other hand, show almost as wide a distribution as those checking all objectives, but the concentration is again decidedly heavier in the western part of the country.

Objectives and taxation.—A striking relation is apparent between the number of objectives checked and the percentage of the group receiving funds from taxation. With those checking three objectives or less, only 20.9 per cent received funds from taxation. With those checking four or more objectives, 32.7 per cent received funds from taxation. In each group checking four or more objectives this percentage is higher than in the lower groups.

An inference follows from the close correlation between multiplicity of objectives and raising publicity funds through taxation. As many objectives as possible must be listed when seeking to draw community support for publicity funds. If the only objective given for advertising is to attract tourists, for example, it is not so likely that any part of the advertising funds will be drawn from taxation, since many persons in the community will disclaim any interest in attracting the tourist trade and believe that the cost should be borne by those who would profit by tourist travel in their community.

The desirability of this tendency toward the larger number of objectives appears to be a matter which warrants serious attention. The greater the number of objectives professed the greater will be the difficulty of making any concrete showing of results. Where such results can not be shown it is doubtful whether the contributors of the community could be persuaded to support a continuation of a general advertising program. In this way there is a possibility that community boosters may defeat their own ends by making their appeal too general. It might, perhaps, be better to limit the program to one or two definite objectives and try to win general support for those objectives in the very beginning.

The following summary presents the results of the questionnaires grouped on the basis of objectives sought. Both nature and number of objectives enter into this classification, the main division used being by number, with all the actual combinations listed in each series appearing in order of their importance, judged by number of replies.

SUMMARY OF QUESTIONNAIRE RETURNS, BY NATURE OF OBJECTIVES

Objective	Number of cities	Location	Number reporting over $10,000	Amount reported by leader	Median amount	Funds from taxes	Number using agencies	Mediums used
Tourists	14	Northeast	3	$60,000	$1,800	3	6	Newspapers, booklets, magazines.
Business promotion	3	North of Mississippi (mostly north)	1	50,000	1,200	3	2	Do.
Conventions	5	Northeast	3	125,000				Booklets and specialties.
Trustees	2	Middle West	1	75,000				Booklets, conventions, and exhibits.
New industries	3	Ohio and Mississippi	1	12,500				Magazines, conventions, booklets.
Settlers	1	Texas, North Carolina, and California	1	25,000		Part.		Conventions, exhibits, specialties.
Prestige and business promotion	11	East and Middle West	2	7,900	2,500	3		Newspapers, booklets, and exhibits.
Tourists and conventions	8	Northern border States and Texas	3	80,000	5,000	2		Newspapers, booklets, magazines.
Tourists and settlers	3	Western	1	125,000	6,200	3	5	Booklets, newspapers, magazines.
Tourists and agriculture	7	Colorado, Missouri, and Michigan	1	1,500		Part.		Newspapers, booklets, and exhibits.
Tourists and business promotion	4	Northeast and California	1	4,500	1,100	1	1	Booklets, newspapers, specialties.
Prestige and tourists	4	Florida, California, Michigan, and Indiana	1	100,000		Part.	1	Newspapers, booklets, and screen.
Business promotion and settlers	2	California, Texas, and Kansas		5,500			1	Exhibits, newspapers, and booklets.
Prestige and settlers	3	New Jersey and California		6,500			1	Booklets, outdoors, and newspapers.
Miscellaneous	10	Missouri, Kentucky, Montana, and Virginia	2	54,000	1,200	3	1	Booklets, newspapers, and exhibits.
Tourists, business, and conventions	15	Northeast and Middle West	4	135,000	2,500		2	Booklets, newspapers, and outdoors.
Prestige, tourists, and conventions	8	East of Mississippi	1	10,000	1,100	2		Booklets, newspapers, and exhibits.
Prestige, business, and agriculture	7	East and Middle West	1	15,000	1,500	2		Newspapers, booklets, and outdoors.
Prestige, tourists, and conventions	6	Northeast	1	190,000	1,900		1	Booklets, outdoors, and specialties.
Miscellaneous	5	New York	1	27,000	5,000			Booklets, newspapers, and outdoors.
Prestige, tourists, business, and conventions	30	General	2	50,000	1,000	6	3	Do.
Prestige, tourists, business, and agriculture	14	Northeast and Middle West	4	57,000	3,000	2		Booklets, newspapers, magazines.
Prestige, business promotion, residents, and agriculture	6	General	1	25,000	400			Newspapers, booklets, and outdoors.
Tourists, business, residents, and agriculture	4	South	1	35,000	2,500	1	1	Booklets, newspapers, and magazines.
Tourists, conventions, residents, and agriculture	6	South and West	2	50,000	4,000	3	2	Do.
Tourists, business, conventions, and residents	6	Michigan and Wisconsin	2	25,000	5,500	1	2	Newspapers, booklets, magazines.
Miscellaneous (4 objectives)	16	West and South	1	50,000	4,400	2	2	Booklets, newspapers, magazines.
Prestige, tourists, business, conventions, and agriculture	12	West	1	50,000	4,000	3		Booklets, exhibits, and newspapers.
Prestige, tourists, business, settlers, and agriculture	6	Mississippi and Florida	1	10,000	2,000	3		Booklets, newspapers and specialties.
Tourists, business, conventions, settlers, and agriculture	5	California, Texas, and Florida	1	63,000	3,200	1	1	Newspapers, booklets, magazines.
Miscellaneous (5 objectives)	8	General	3	100,000		2		Newspapers, magazines, booklets.
All	21	do	4	50,000		4	2	Newspapers, booklets, and exhibits.
None	5		5	99,000	3,000	6	3	Booklets, newspapers, and outdoors.
				7,500	1,400	2	1	Booklets, newspapers, and exhibits.

The accompanying map divides the United States into districts according to some of the leading characteristics of community advertising. Some of the distinguishing features which are especially striking in one area or another appear on the map. The compilation of statistics on communities given in the appendix is subdivided regionally according to the divisions shown here.

OVERHEAD

Nothing of special moment developed from the question on overhead expense. The term was so variously interpreted by individuals replying that no final figure can be given as to the total overhead.

Overhead assumes real importance in the city which conducts campaigns costing thousands of dollars. Here the possible neglect of important items of expense must be closely checked. Major items, in addition to amounts paid to publishers, printers, and agencies, which are considered as direct advertising cost, are: Cost of raising funds, special cost of administering funds in handling advertising, and cost of preliminary research.

Summarizing the portion of the questionnaires dealing with a current campaign of major importance and hence with the group of 25 cities where overhead counts most, the following figures were obtained: Total cost of advertising in this group, $1,757,000; percentage of overhead in total cost, 12 per cent; and the percentage of overhead reported by individual cities, from nothing to 95 per cent, although over one-half of them lie within two or three points of the average. This average percentage must be taken with reserve, however, because of the variation in method of computing overhead already mentioned. It must also be remembered that a high percentage of overhead is capable of a favorable interpretation, since it is frequently pointed out that low overhead may mean a failure to follow up inquiries carefully enough after advertising funds have been expended in securing them. Only a part of the returns gave a figure which was clearly an estimate of additional costs occasioned by advertising but not included in direct expenditure for advertising itself.

The confusion in the answers, however, can not be blamed to the secretaries replying. The difficulty is essentially due to the difference in the type of advertising plan followed. As advertising bears a different place in the promotional work of the small-town chamber, the campaigning chamber, and the departmentalized chamber, so overhead would have a different meaning in each case.

The term "overhead" has no special significance, unless there are actually expenses occasioned by the work of advertising which would not be included under the direct cost of advertising. Neither would it be applicable to the town where the only expenditure is for road signs, booklets, and occasional newspaper notices, and the extra work is handled by the secretary and his regular clerical force.

In the departmentalized chamber of commerce, where advertising is subordinated to community promotion in general, overhead must be figured for each department and will naturally have a somewhat different significance for each one.

97099°—28——3

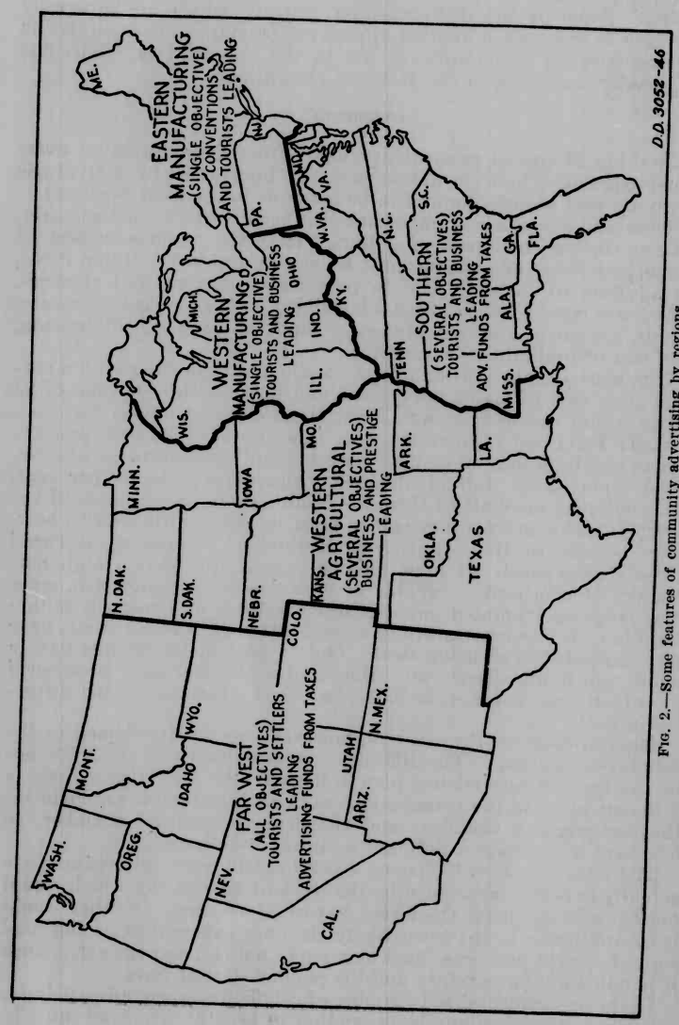

FIG. 2.—Some features of community advertising by regions

MEDIUMS

The summary of the question dealing with mediums used shows that community advertising does not differ strikingly here from general advertising. The leading means of advertising are newspapers, magazines, outdoor, and booklets. Booklets have a somewhat higher rating than usual, because of the great number of small towns that practically confine themselves to their use.

Specialties, screen, and radio are seldom in evidence as direct advertising calling for expenditure of money. It is probable, however, that much valuable publicity is obtained by a radio broadcasting station in a city and by the showing of travelogues featuring the scenic beauties of a region. Exhibits and expositions are mentioned by a number of cities, both those handled by the community and by outside affairs at which the community makes exhibits.

ADVERTISING AGENCIES AND FEES

Questions 6, 7, 8 can be answered together, since a clear connection exists between them, and a decided answer was given to each. It may be stated categorically, on the basis of returns, that advertising agencies are nearly always employed by cities spending $10,000 or more per year.

The fee collected is paid to the agency by the publishers of the magazines, newspapers, and other mediums in which the advertisements are placed and is nearly always 15 per cent. Where booklets or direct mail campaigns are the means used, the fee is paid to the agent by the advertising community and is usually 15 per cent. Where an agency is not employed the chamber of commerce, in practically every instance, is responsible for the campaign.

NONADVERTISING CITIES

A number of replies were received from cities that are carrying on no advertising activity. The reasons for not advertising are also indicated. Only two of these state explicitly that they have carried on community advertising and have abandoned it on account of the waste entailed and the unsatisfactory results achieved. In general, it seems that cities which are not advertising are about to begin to do so or are, at least, favorable to community advertising.

REPORTS OF NONADVERTISING CITIES

State	City	Statement of advertising status
Alabama	Dothan	No budget; now contemplating one.
Connecticut	Bristol	No budget; publishes magazine.
	Manchester	No budget.
Georgia	Dahlonega	No budget; now planning one.
Illinois	Monmouth	No budget; advertising financed by merchants.
	Waukegan	No advertising at any time.
Indiana	Terre Haute	No advertising, except pamphlets; now planning joint campaign.
	Elkhart	No campaign; $250 spent for road signs.
Louisiana	Lafayette	No need; magazine and newspaper articles.
Maryland	Frederick	Campaign now being attempted.
Massachusetts	Lowell	No considerable amount; booklets and signs.
	Quincy	No advertising data.
Michigan	Grand Rapids	Little activity, except conventions; some work carried on through Michigan Tourist Association.
North Dakota	Grand Forks	Little spent; much done through magazines, newspapers, conventions, and auto tours.
New Jersey	Camden	None at present; now being considered.
New York	Binghamton	No past activity; campaign now on foot; publishes bulletin.
	Oneida	No activity.
	Borough of Queens	No activity, except monthly booklet.
Ohio	Sandusky	No activity, except pamphlets.
	Tiffin	No activity, except occasional booklets.
	Westerville	No activity; now being considered.
Pennsylvania	Harrisburg	No activity.
	Scranton	Young in field; just starting activity.
Tennessee	Memphis	No budget; considerable volume of correspondence.
	Nashville	$100,000 campaign 10 years ago; no advertising recently.
Virginia	Roanoke	No activity except occasional pages in magazines.
Missouri	Jefferson City	None at present; proposed program.
Vermont	Springfield	No activity.
Washington	Walla Walla	No activity during past five years; $18,000 per year spent in past.
West Virginia	Wheeling	No activity, except pamphlet.

RAILROADS

The development work carried on by railroads, though distinct from community advertising in the strictest sense, may by no means be neglected in presenting the full picture of advertising as used in community promotion. Peculiarly effective methods of procedure must have been discovered by these organizations to make them continue their work of territorial promotion, since it may be assumed that it would be dropped unless it could be shown to yield concrete benefits. Some of the most important work being done to-day in the way of bringing in settlers is probably that which is being conducted by the railroads. It may be that any smaller section of the country than that which a railroad represents can hardly have a large enough variety and sweep of opportunity to interest prospective settlers. Also, there is probably a presumption that a railroad is the most interested in the success of a settler. The railroad can not profit by the settler until he begins to send out his shipments of produce. The prospective settler, on the other hand, has sometimes found to his loss that some of the so-called development plans under other auspices were really land-selling schemes. An increase in price asked for land is bound to come as the reaction to the soundest community advertising, whereas the railroad offers guidance to lands over a wide enough area to minimize this difficulty.

The methods pursued by railroad-development departments are, on the whole, considerably in advance of those of the average community

advertising group. Space carried in magazines and newspapers telling of the advantages of the section advertised are based upon an experimental program and are supported by regular agencies for giving the settler direction and advice in locating. Special trains carrying exhibits, agricultural agents, and experimental farms are part of the usual equipment of railroad-development departments.

Much advertising space is bought by the railroads in furthering the development of the tourist business. Sometimes this work advertises a whole region, as in the work of the Chicago, Burlington & Quincy Railroad Co., which gives publicity to the scenic charms of the great Northwest. In other cases, specific resort cities are the beneficiaries of the advertising paid for the railroads upon which they are located.

The industrial opportunities existing along its lines are the occasion of a special phase of the endeavors of the average railroad. An industrial directory of the plants now served is one of the services maintained on several systems. An example of industrial promotion by railroads is the work done by the Central of Georgia to bring about developments of ceramic plants in its territory. Studies of the clay deposits there have been conducted by employees of the railroad, in cooperation with the division of ceramics of the Bureau of Mines. Location maps of deposits of this and other mineral deposits have also been prepared.

The advertising of a railroad sometimes seeks the objectives of prestige and good will, as applied to its relations with the public, and the place of the railroads as a whole among competing transportation agencies.

STATE AND MUNICIPAL AGENCIES

Questionnaire returns were received from a few State chambers, but they disclaimed direct participation in promotional advertising. There are several State publicity bureaus, however, which are spending considerable amounts for promotion. A leader in this group, the Maine Publicity Bureau, is expending $50,000 a year to promote the tourist trade in Maine. More recently New Hampshire, Vermont, and Rhode Island have made appropriations for this purpose.

Two groups are active in California, the All Year Round Club, promoting southern California, and the Californians (Inc.), promoting the northern part of the State. California has also seen the working out of some large-scale colonization projects for aiding settlers. The city planning commission, for directing the physical growth of cities, is becoming an important adjunct to community development. Such commissions now exist in 392 cities.

RETURNS FROM ADVERTISING AGENCIES

A number of inquiries were addressed to advertising agencies in connection with community programs. In addition to data on work being carried on for various cities, some matters of importance concerning the attitude of the agencies on community advertising were ascertained. It is apparent, for example, that there are very few agencies so far who are finding community contracts a very large part of their work. Some, in fact, express reluctance to handle community advertising. Evidence of special equipment to handle the advertising of communities is largely lacking.

The attitude of the larger agencies is stated for them in a letter from the executive secretary of their national association. He says in part:

> That form of advertising is not within the usual province of the advertising agencies. Most agencies feel there is too much lost motion in handling it. If that is true, that fact alone suggests the importance of giving the subject proper study. Community advertising should have just as good service in its handling as industrial or commercial advertising. Community advertising is always in danger of incurring too much waste. Every waste in advertising hurts all advertising in a definite way. Political and social influences in advertising are deadening. Both of these influences easily creep into community advertising undertakings. Community advertising can have a large effect upon the proper growth of communities as to production and distribution and upon economies which will serve the welfare of the country as a whole.

The statement about the danger of incurring waste in community advertising is of particular interest. It has already been pointed out that community advertising makes up less than one-half of 1 per cent of all advertising. Yet this is one type of advertising that is constantly under public scrutiny and in which it is difficult to show tangible results even for the most conscientious work. It is obvious that waste or carelessness in this portion of our national advertising will be influential out of proportion to its size and will react unfavorably on the public attitude toward all advertising. The American Association of Advertising Agencies suggests that this danger may largely be avoided if every agency can be brought to carry out certain agency service standards.

The advantages of a product or service are based upon—

> 1. A study of the product or service in order to determine the advantages and disadvantages inherent in the product itself and in its relation to competition.
> 2. An analysis of the present and potential market for which the product or service is adapted, as to location, as to extent of possible sale, as to season, as to trade and economic conditions, and as to nature and amount of competition.
> 3. A knowledge of the factors of distribution and sales and their methods of operation.
> 4. A knowledge of all the available mediums and means which can profitably be used to carry the interpretation of the produce or service to consumer, wholesaler, dealer, contractor, or other factor. This knowledge covers character, influence, and circulation (quantity, quality, and location); also physical requirements and costs.
>
> Acting on the study, analysis, and knowledge, as explained in the preceding paragraphs, recommendations are made and the following procedure ensues:
>
> 5. Formulation of a definite plan.
> 6. Execution of this plan: (*a*) Writing, designing, illustrating of advertisements, or other appropriate forms of the message; (*b*) contracting for the space or other means of advertising; (*c*) the proper incorporation of the message in mechanical form and forwarding it with proper instructions for the fulfillment of the contract; (*d*) the auditing, billing, and paying for the service, space, and preparation.
> 7. Cooperation with the sales work to insure the greatest effect from advertising.

RESULTS OF COMMUNITY ADVERTISING

The answers to the question dealing with accomplishments were so fragmentary and vague as to defy compilation. It would seem that some detailed account of what is being accomplished by various community advertisers would be the essential basis for any really penetrating analysis of the several phases of the subject. It will be well to consider the nature of the replies to this question as emphasizing the need for general agreement on standards for community advertising achievement.

Out of the 293 questionnaires filled out in full, 110 gave no answer whatever to the question concerning results; 55 additional answers were unsatisfactory on this point. This includes questionnaires containing merely a general assertion that advantages have been derived from advertising, those who have not been able to detect any direct benefits, those who state that little or no benefits have resulted, and those who in their answer have confused efforts with results. The latter is a particularly interesting group. A secretary of a chamber of commerce states, for example, that his organization has succeeded in raising several hundred dollars, to be used in community advertising, and he lists this fact under community advertising achievements. This success is obviously an accomplishment on the part of his organization, but is not to be considered as a result of community advertising, and so does not fit under the caption of results on the questionnaire.

Of the remaining 128 questionnaires, all of which attempt to answer this question in some detail, 25 mentioned only intangible benefits, such as good-will publicity and the arousing of civic spirit. Five out of this group attempted to gauge the publicity obtained by the number of inquiries received concerning their city or section since the advertising program began. No other direct or indirect measure for intangible benefits appears.

ENUMERATION OF INCREASES

Out of those who list actual tangible benefits secured, by far the greater number are those who measure increase in the tourist trade. Thirty-one assert that the tourist trade has been increased, some estimating this in numbers, one measuring it by a count of number of foreign cars in town on the same day in successive years, and another by the increase of resort business in the community. The next largest number is 15 questionnaires, which mention an increase in number of industries, some of them actually stating the number of new plants which have come in. Fourteen mention the arrival of new settlers, 11 mention increase in number of conventions, and 10 report growth in population. Other general effects mentioned are increase in agricultural production, increase in trading area or trading population, increase in general business, the establishment of new business concerns, such as wholesalers and retailers, and the stimulation of new business construction.

A few attempt to give a comprehensive picture of changes that have taken place in their communities. One way of doing this is by enumerating civic benefits which have been brought to pass since the inauguration of the community effort. The enumerations include: Improved port business, increase in cooperation between urban and rural citizens, the establishment of a local exposition, betterment of rail service, decrease in the amount of idle land, establishment of a new railroad, and expansion of the attendance at the local university. Other community data which perhaps should be classed as indirect measurements are the increase in rail movements, both freight and passenger, increase in bank deposits, and increase in local investments. The most searching effort to gauge community advancement

by detailed statistical data was received from Sarasota, Fla. The advertising program in that city extends over a two-year period only, and, naturally, much of its progress must be ascribed to the general development in south Florida. If, however, comparable material could be obtained from the other cities replying, it might furnish the basis for evaluating results obtained in various communities. Some of the data furnished includes post-office receipts, sale of documentary stamps, bank resources, bank deposits, building permits, assessed valuation of real estate in county, assessed value of real estate in the city of Sarasota, new telephone connections installed, electric motors installed, occupational licenses, and the growth of population. Actual or estimated figures are given in most cases for the years 1920, 1924, and 1925.

A chart was submitted by Salt Lake City depicting advertising channels and the results achieved through advertising, and including in terms of actual figures, the number of tourists and estimated tourist expenditures, persons receiving booklets, conventions brought in, permanent residents located, building permits, value of farm and range products, value of mineral output in Utah, investments in new industries, and bank clearings. It is upon these two returns largely that the second form dealing with measurement of results was based.

DIFFICULTIES OF MEASUREMENT

The obvious conclusion arising from a study of these returns on community advertising is the central importance of recognized standards for measuring the results of advertising. Measurement presents so many apparent difficulties that many replies merely stated that it is impossible. Certainly some of the important results of community advertising, such as better local feeling concerning the city, can hardly be interpreted in quantitative terms. Most of the objectives, however, which are directly sought by community advertisers, can be stated in terms of dollars and cents by one means or another. Of course, having arrived at a satisfactory method for stating the amount of community progress, we would still have the task of allotting the appropriate share in community progress to community advertising. But it is felt, however, that a reliable measure of community progress would go a long way toward solving the problem of measuring the results of community advertising. The elements for such a measure of community progress are suggested by some of the more detailed answers received on the original questionnaire.

SUPPLEMENTARY QUESTIONNAIRE

After finding that the question concerning results had been very inadequately handled in the first questionnaire returns, it was decided to make a more detailed check on this point. The questionnaire reproduced on the opposite page contains only items which were stated in numerical terms on one or more returns from the original questionnaire. Those deemed essential for a complete measure of community progress are those included under area and population and direct measures.

It will be seen from this questionnaire that data would have to be drawn either from the United States Census Bureau or from information gathered locally by the chambers of commerce. Items which

could be taken from census reports are number of manufacturing plants, industrial pay rolls, number of farms, and value of agricultural products. These figures are regularly available at intervals of from two to five years. This group of facts gives a quantitative check for two important community advertising objectives—industrial promotion and agricultural development. Number of retail outlets and volume of retail trade are indispensable measures of city growth, which are available now only from local studies or from unofficial counts. It is hoped that this need may soon be met by a national census of distribution.

The first thing asked for on the questionnaire is a list of the counties included in a trade area. A movement is now on foot to bring about general acceptance and agreement on a standard map of trade areas for the United States allocated to the principal cities as trade centers. Organizations representing a number of important cities are helping to further this movement, and it is hoped that when it is accepted the area allocated to a city may be taken as the proper one to consider in measuring its progress.

CHECK LIST OF ELEMENTS IN COMMUNITY PROGRESS AS RELATED TO ADVERTISING

[Use figures for other years than 1920 and 1926, if more accurate picture can be given of the changes that have taken place through advertising]

Items	1920	1926
Area and population:		
Population of city		
Total trading population		
Direct measures:		
Number of tourists		
Total tourist expenditures		
Number in attendance at conventions		
Total expenditure by convention visitors		
Number of manufacturing plants		
Total industrial pay rolls		
Number of farms in trade area		
Total value of agricultural products		
Number of retail outlets in city		
Volume of retail trade		
General indicators:		
Volume of check payments		
Postal receipts		
Building permits		
Bank deposits		

To what extent can changes listed be attributed to community advertising?

What is the average cost of inquiries obtained through advertising?

Have you made any check as to the sections of the country, seasons of the year, or types of mediums which have given the best results in your advertising? Describe or give specific examples

Signature

City and State

[Explanatory notes on reverse side of questionnaire]

Total trading population includes all families who do most of their important shopping in your city. Perhaps a survey has been made by your chamber of commerce or a local newspaper to determine this fact. If not, the total trading population may be considered as including the population of all counties lying entirely or mostly in your trade area.

97099°—28——4

Number of tourists may be checked in several ways. If you have not made a tourist count, records of your hotels and tourist camps, gasoline sales, or a count of foreign cars in town may furnish the basis for an estimate.

Total tourist expenditures for the year are the final test of the value of the tourist business to your city. If you have not already made such an estimate, one might be based on estimates of the number of tourists, average length of stay, and average daily expenditure. Total expenditure by convention visitors for the year may be estimated by a similar method.

The volume of retail trade, if it has already been estimated by some one in your city, is probably the best single index of changes in business conditions. If no estimate is available, the figures listed under "General indicators" may be obtained for most cities and would be helpful in forming a judgment as to the volume of business activity.

Number of farms in trade area and *total value of agricultural products* may be obtained by adding the figures for all counties in your trade area. If this data is not at hand, it can be computed in this office upon the basis of the counties listed by you under "Counties included in trade area."

NOTE.—It may be that this plan for checking results does not suit your particular situation or that an estimate for your city does not seem feasible from any angle. In that case it would help clear up this matter of checking results if you would outline below the difficulties encountered or your suggestions for a general method of measuring accomplishments.

Once definite trade areas are agreed upon the total trading population and the number of farms in the trade area can be determined. School attendance and other such figures available for the city, with farm population and number of farms available every five years, could be utilized in estimating city population and total population between the decennial censuses. Number of tourists, total tourist expenditures, number in attendance at conventions, and total expenditure by convention visitors would need to be drawn from local sources. The number of out-of-town people in attendance at conventions can usually be obtained, wherever a city has a convention bureau or any regular channel for taking care of this phase of its business. Total expenditure by convention visitors is still largely in the field of pure estimate.

F. H. Rein, of the International Association of Convention Bureaus, in a study several years ago, set up $8.45 as the average expenditure per day for convention visitors. In the present survey it was found that the convention bureaus use estimates ranging from $10 to $25 a day. This range is probably justified by the variation in type of conventions entertained by different cities. This estimate determined as scientifically as may be for an individual city, with the knowledge of average number of days stay and number of convention visitors, should allow the setting up of a usable figure to represent the status of the convention industry in any city.

MEASURING TOURIST BUSINESS

With regard to measuring tourist business, a somewhat paradoxical situation exists. More answers are given in numerical terms for this than for any other question, and yet the answers themselves reveal a surprising variety of interpretations as to how to count tourists. Some cities estimate the number of all tourists passing through, although the vast majority of them may not stop at all. In other cases the only check is the number of people registering at the local tourist camp. The plan which has apparently proved most feasible seems to be to think of the tourists as constituting a transient population, stopping over long enough to swell the volume of retail business in the city. Most cities will find it possible to set up a figure for total

transient population by a canvass of the records of hotels, tourist camps, and rooming houses.

Total transient population might be broken down into the various classes of transients, where it was believed that these elements varied substantially in the amount and character of their purchases. The count of foreign cars daily and other ways of checking the total number passing through should not be interpreted as a measure of actual tourist business. Such figures constitute rather a measure of the potential business offered the city if it succeeds in taking advantage of this opportunity wisely.

The answers received on the questionnaire concerning results are not embracing enough to give much light on the total volume of tourist business in the United States. This business is so vast and is growing so rapidly that probably not even the cities most aggressively seeking tourist trade are conceiving of it on a large enough scale. The best index at present to what is going on in this field is contained in the reports of the Director of the National Park Service.

VISITORS TO NATIONAL PARKS

The number of visitors to national parks and amusements, most of which lie west of the Mississippi, has grown from a little over 1,000,000 in 1920 to 2,314,905 in 1926. This reflects an increase of 130 per cent in the amount of tourist travel in the western United States during a period of six years. A city that has been favorably situated to share in this increase has probably found it difficult to provide adequate facilities to care for the business that comes to it unsought, even though making no special effort to obtain further business.

An important trend noted at all the parks is the slight decrease in the number of visitors arriving by rail compared with the great increase in auto tourists. Another important figure may be derived from these records for evaluating the tourist business of a city. The average number of persons carried by automobiles entering national parks varies from three to four, and it is likely that three persons per car would be a safe figure in estimating tourists when the number of foreign cars is known.

The following statement shows the number of visitors, by months, at national parks in 1926. The marked seasonal trend in tourist business is apparent, the peak months during the summer accounting for seven or eight times as many visitors as the average winter month:

January	36,238	July	455,204
February	38,713	August	434,603
March	54,955	September	212,387
April	58,192	October	55,543
May	128,629	November	33,088
June	235,698	December	31,302

A table in the report of the Director of National Parks for 1926 shows the distribution of visitors by individual parks from 1911 to 1926. This table indicates that there has been an increase of at least 100 per cent in number of visitors in most of the parks from 1920 to 1926.

Until such time as the measures of community progress herein suggested are available for all important centers the most practicable

expedient is to depend upon general business indicators already in use. Those provided for on the questionnaire were volume of check payments, postal receipts, building permits, and bank deposits. It was found that these figures were not available for all cities. A thorough canvass of statistical measures reveals three that can be obtained for all cities of 10,000 or over for two comparable years. Postal receipts and school attendance are given for 1920 and 1926, while wage earners in manufacturing are given for 1919 and 1925. These indicators reflect growth in population, industrial activity, and general business. An appendix has been prepared containing these figures, as well as the annual income of the chamber of commerce in each city and the annual fund for community advertising in those cities engaged in this activity. In this table the cities of 10,000 or over are arranged alphabetically under the respective States and the States are divided into five districts, according to leading characteristics of the community advertising conducted in each, as shown on the accompanying map.

TREND OF COMMUNITY GROWTH

This section is devoted to some general considerations drawn from other sources than the questionnaire. It aims to survey briefly the trend of community growth and the part to be played by advertising in community promotion, according to a consensus of expert opinion.

A map published by the Census Bureau shows the progress across the country of the centers for population, number of farms, and value of manufacture from one census period to the next. The most regular in its westward progress has been the center of population, following the thirty-ninth parallel, from a point near Baltimore in 1790 to a point near Vincennes, Ind., in 1920. The whole period of settlement in any section is characterized by a rush of population toward natural resources which could be freely appropriated. The early development of the South, as well as the great region west of the Mississippi, was induced in the first instance by timber rights, minerals and mineral oils, and free or cheap land. Thus the first industrial activity in any section of the country has always been in the group known as extractive industries.

When the original deposits, timber stands, or free lands which caused the inrush of population are exhausted two things may happen. First, settlements may be entirely abandoned, the population moving on to exploit similar resources. This has happened many times in connection with the exploitation of mineral deposits in the Western States. To-day the traveler may see entirely uninhabited towns which for a time were flourishing small cities. This phenomenon of the "busted" boom town is usually restricted to thinly populated regions, where travel is easy and where agricultural development is impeded by serious difficulties.

The other possibility in the case of exhaustion of original natural resources is for the population to settle down and attempt to make a living by developing new sources of income. Many instances of this development may be found in the timberlands of the South. Communities have been built up by a population which came in because of lumbering and later turned to agriculture after the mills had gone. Many such community developments are now taking place

and others are bound to follow with the exhaustion of timber resources in various parts of the country.

INFLUENCE OF RAILROADS

The second important force in settlement and development of communties has been the effort of the railroads to tap sources of traffic. Close behind the early pioneers in their westward rush came the construction of railroads to carry the products of the mine, forest, and farm to the eastern markets and to bring back manufactured products and new settlers.

The railroad map of the western part of the country was established largely on this basis, and now that it is established it determines in a very real way the future course of community development. Towns lying upon railroads, and especially upon railroad junctions, have an advantage in any effort toward community promotion that can hardly be overcome by their less fortunate competitors. Another present-day effect of railroads upon community expansion is the constant effort of railway systems to develop agriculture and industry in the territories traversed by their lines.

MINOR MOVEMENTS

A third movement in community development comes about when opportunities for exploited natural resources have largely been taken up, as is now the case in practically every part of the United States. For the most part, great movements of population such as characterized the earlier history of this country can no longer be expected, since there is neither timber, mineral resources, nor free land to attract the settler of the pioneer type. Minor movements of considerable importance, however, may still take place, as in the recent increase in population and number of farms in Florida and in the occasional opening of new oil fields, such as the Smackover district, in northern Arkansas. The town of El Dorado, in this section, showed a population increase from 3,887 in 1920 to over 30,000 in 1927.

INDUSTRIAL MOVEMENT

The principal movement of industry in the past 20 years, as shown from recent studies by Irving S. Paull, has been in search of population. Industry must seek population, where it is not tied to the source of raw materials, in order that it may be close to markets and to labor. On the United States Census Bureau map already referred to the center of manufacturing production, like the center of population, shows a steady shift from east to west. This trend in industry, however, has so far remained 40 to 50 years behind the trend for the population center. Thus the center for manufacturing production in 1920 was only slightly farther west than the 1870 center of population. An analysis of regional shifts in industrial location, industry by industry, also reflects this greater conformity to the distribution of population and the general shift toward the western part of the country. The center, however, for most American industries is still the highly industrialized belt stretching north of the Ohio and the Potomac, from St. Louis to Boston.

These great nation-wide economic forces have inevitably set the broad outlines for all future distribution, both of population and

wealth-producing activities. Something, however, is left to conscious direction on the part of competing communities. This effort for community expansion has been crystallized in the setting up in practically every city or town in the United States of a chamber of commerce or other civic-promotion organization. Secretaries of chambers of commerce in their efforts at community promotion find themselves limited to rather specific objectives in their endeavors. One of their main functions is to secure on the behalf of their community any new plant or institution which must find a location in their general region. Thus, as soon as the density of population and the purchasing power of a section offers an opportunity for a branch plant, the situation is open to competitive effort between towns in the region to influence the concern regarding the particular site chosen for locating a plant.

In general, the problem of the community promoter is that of rounding out and filling in the economic life of a community which is already a going concern. When agricultural development is sought, it does not mean that agriculture is not already an important activity in the surrounding region. The effort is not usually to induce agriculture to develop in an entirely new section but to diversify and perfect existing agricultural conditions. Possibilities for some types of crops may have been overlooked. The growth of urban population may present a new opportunity for truck gardening, or it may be that new methods have been developed for the staple crops of the section, which will be adopted more readily if given publicity by promotional organizations.

With regard to industrial promotion, it is again a matter of rounding out and filling in. There are not many communities which can really boast an original source of raw materials not yet exploited as the basis for new industries. It is safe to assume that the most economic mineral deposits are in general those which are now being worked. The opportunity for developing secondary industries, based on the products of local manufacture or industries to serve a local market, however, offers room for development in many parts of the country. Again, a secondary source of raw materials may assume a new importance in relation to the growth of a consuming population.

A second phase of the work of the modern civic association is the provision of special facilities to give one town an advantage in the competition with its neighbors. Such facilities include the surrounding network of highways, port and terminal facilities, educational and recreational advantages, etc. Providing for such facilities is a matter of direct expenditure and careful planning rather than of advertising. The place of advertising in this phase of community promotion is in giving adequate publicity to new improvements. The traffic bureau of a port city, for instance, spends a great portion of its time making known to shippers the facilities available and other advantages of shipping to their port.

Civic improvements which tend to make life more attractive in one town than in another constitute the basic appeal which modern communities make to settlers. With the passing of opportunities to exploit raw resources the settler to-day is most likely to be a person seeking a pleasant place to live, where he may educate his children and enjoy urban advantages. This type of appeal has a very important relation to tourist and convention promotion, which has become the central endeavor in a great number of the most successful community promotion schemes. Private facilities, such as hotels and resorts, usually exist in a community prior to any effort to attract tourists. Such things as convention halls, parking facilities, and tourist camps must usually be provided by community initiative. The appeal for tourists and conventions, in an effort to increase the profitable transient population of a city, is at the same time the soundest and the easiest to handle of the various types of community promotion.

In addition to the efforts of individual communities there are now coming into being a number of specialized organizations for handling community promotion problems on a wider scale. One expedient is to supplement the efforts of the chamber of commerce by the establishment of a local municipal publicity bureau. State and regional organizations are also coming into this field, such as the Maine Publicity Bureau, The All Year Club of California, and Californians (Inc.).

Still more important are the technical organizations devoted to an exchange of ideas and setting up of standards concerning some special phase of community promotion. Such are the International Convention Bureau Association, American Railway Development Association, American Community Advertising Association, and the Informal Conference of Industrial Secretaries, conducted by the United States Chamber of Commerce. Other groups which are having some influence in standardizing the approach to the community promotion problem are the State departments of agriculture and the agricultural colleges. For example, the new west Texas agricultural college, located at Lubbock, has borne a very important part in the rather sensational settlement and agricultural development of west Texas in recent years.

RECENT INDUSTRIAL SHIFTS

Increases in number of plants from 1921 to 1925 occurred in the following industries: (1) Lumber and allied products; (2) paper, printing, and related industries; (3) chemical and allied products; (4) stone, clay, and glass products; and (5) railroad repair shops.

The increase in number of lumbering establishments may be accounted for by the increase in number of small mills which takes place in areas having been logged for some time. No new timbered areas have come into production during the period, and much of the existing area of production has reached the clean-up stage. Increase in (4) is due in large part to the tendency to use new types of stone and to locate plants nearer to regional markets with the use of local sources of supply and of local brick plants. Increase in (3) and (5) is very small and evidently incidental in the one case to new rail construction and in the other to increased use of perfumery and cosmetics and paints and varnishes. The most striking increase was in the number of printing and paper-making plants. Further analysis indicates, however, that most of this increase is in printing, and that the really striking increase in number of plants is taking place in the existing centers of the printing and publishing industry, located in the East.

The main types of industrial shifts seem to be taking place in different lines. One type is that in which the industrial centers seem

to be growing approximately in proportion to their present importance in the industry. Another is that in which the present centers are showing no further increase, and plants are springing up elsewhere in various States. Finally, there is the case in which one center of an industry is growing rapidly, apparently at the expense of another which is showing a decline. The shift in most cases has been from the Northeast to the South and West, but important deviations from this rule exist in a number of cases, there being a tendency toward greater concentration to the North and East in several lines.

After having listed its own resources a town should decide to which of the industries it can offer economic advantages and which would be most likely to respond to a promotional appeal. This is a fact that can only be determined on the basis of a knowledge of conditions within the industry. Having selected such an industry or group of industries it manifestly becomes the part of wisdom to advertise in centers where that industry is well represented but is not undergoing any present expansion. This advertising would reach not only plant managers but men with the enterprise and experience qualifying them to enter this industry, but finding no immediate opportunity to do so in their present location.

In addition to industrial shifts of this magnitude, there are cases in which new plants are established as part of a chain of plants maintaining headquarters elsewhere. In this connection it is of importance for a community to know the centers of ownership for industries in which it is interested. The best reference on this subject is the census monograph "The Integration of Industrial Operations." The following table is reproduced from that publication.

CENTRALIZATION OF INDUSTRIAL HEADQUARTERS BY NUMBER OF MULTIPLE-PLANT ORGANIZATIONS CONTROLLED FROM VARIOUS CENTERS

City	Industry groups													
	Food	Textiles	Iron and steel	Lumber	Leather	Paper and printing	Liquors	Chemicals	Stone, clay, and glass	Other metals	Tobacco	Vehicles	Miscellaneous	Total
New York	11	71	4	2	3	7	2	14	1	3	6	----	15	139
Philadelphia	3	18	----	----	4	----	----	6	2	----	5	----	1	39
Chicago	8	3	4	3	1	1	----	8	2	1	----	2	4	37
Boston	1	7	2	----	5	1	----	1	1	----	----	----	----	18
San Francisco	4	----	1	1	1	----	1	4	----	----	----	----	----	12
Pittsburgh	----	----	1	----	----	----	1	2	2	1	1	1	2	11
Cleveland	2	1	2	----	----	----	----	2	1	----	----	----	2	10
Detroit	2	3	----	----	----	----	----	1	----	----	1	----	2	9
St. Louis	2	1	1	2	----	1	----	----	----	----	----	----	----	7
Buffalo	2	1	1	1	----	----	----	1	----	----	----	----	----	6
New Orleans	4	----	----	----	----	----	----	2	----	----	----	----	----	6
Portland, Oreg	4	----	----	----	----	----	----	----	1	----	----	----	1	6
Total in 12 cities	43	105	16	9	14	10	4	41	10	5	13	3	27	300
Total examined	210	195	45	44	26	28	22	79	32	11	35	5	60	792

Source: The Integration of Industrial Operations, Census Monograph No. 3, Bureau of the Census, Department of Commerce.

COMMUNITY ADVERTISING PROBLEMS AND METHODS

The material presented in the foregoing sections suggests some tentative conclusions concerning the place of advertising in community promotion. These conclusions can best be presented in relation to the objectives commonly sought by communities in promotion and advertising. The list of objectives used will be those appearing on the questionnaire, originally adopted from "Community Advertising," by Mowry. The effort in each case will be to reduce the objectives to terms of tangible results anticipated and to bring to bear the accumulated experience of men and organizations who have been active in the field.

PRESTIGE AND GOOD WILL

First on the list of objectives appears "Prestige and good will." Many of the people giving this as the aim of their advertising strongly proclaim that it is impossible to measure their results in terms of tangible accomplishments. This fact makes it all the more important to define as closely as possible the general nature of community aims characterized by this phrase. The prestige desired by a large trading center is that which will cause people from out of town to buy in it in preference to neighboring and competing large cities. Advertising for prestige is largely advertising to attract out-of-town shoppers, theater goers, week-end visitors, etc. The cash value of prestige is said to be questionable outside the trading area of the advertising center and that few cities would profit from national prestige, even if it were possible for them to secure it.

The greatest need for prestige is in the portions of the city trading area which are recognized to be competitive. The prestige that really counts is that which secures the business of smaller centers lying half way between the advertising city and its nearest competitor. A new opportunity for advertising communities can be found in building up a happier relationship between the large advertising center and the smaller cities within its trade territory. The study made by the Institute of Social and Religious Research, "American Agricultural Villages," emphasizes the fear and jealousy which the merchants of the small centers feel toward the large cities which have been attracting a proportionately larger share of business in recent years. It is important for a large city to distinguish between competitors and feeders among the other centers surrounding it. Since there is a natural specialization in function going on as between the large city and the smaller trading center, it might seem to be a wise plan for the large city to assist the small-town merchants in their efforts to build local trade in order that they may be assured of receiving the business which naturally comes to the large center.

A great part of the advertising in the small centers falls under the head of "good-will advertising." This is especially important where a town is largely dependent on the surrounding farm population. In the study mentioned above it was found that the best opportunity for the smaller towns seems to lie in considering themselves solely as service centers for the farmers. The bringing in of industries or other measures to make the town independent of the local farm population

was usually found to have antagonized the latter. The suspicions of farmers concerning local trades people, as pointed out in the study mentioned above, when once aroused persist so stubbornly that the value of good-will advertising, without a very definite formulation of aims, is problematical. Unquestionably, the best plan would be first to take definite steps toward providing new facilities and advantages, and second, direct the good-will advertising toward such constructive measures.

APPEALS TO TOURISTS

A recent tendency in advertising for tourists seems to be the cooperative effort of groups of cities to advertise whole regions with similar tourist appeals. There are a number of associations for advertising to tourists the advantages of various sections of the country. In some cases it is probably necessary for a city to devote most of the funds to advertising itself specifically. This would be the case with resorts which base their appeal upon exclusiveness or upon special facilities for sports and recreation not existing in the adjacent region.

On the other hand, much care needs to be exercised in placing advertisements for tourist business. Expensive mistakes have been made in advertising resorts to sections of the country whose interest was fixed upon other resort regions. Records of hotels and tourist camps, as well as counts of foreign cars, will usually reveal the sources of present tourist trade. If the tourist is to come by automobile, the touring radius should be taken into account. Discrimination is required also in discovering the best season of the year for intensive advertising for a resort city. It seems to be the more general opinion that for most resort centers more business can be expected in accepting a share of the tourist trade produced by a regional campaign than from an intensive campaign covering the merits of a single city only.

ATTRACTING INDUSTRIAL PLANTS

Among the larger funds are many which are being expended primarily to attract industrial plants. Much has been said about the necessity for surveying community assets before attempting industrial promotion, but an inventory of local resources in raw materials, power, labor, and markets does not complete the story. After a city has determined to which industries it can offer definite advantages it must then find out what is going on in those industries. If an industry is showing no tendency to expand outside its existing centers, community advertising will probably be unavailing in bringing about a change in plant location. For the country as a whole the industrial groups which showed an increase in number of plants between 1921 and 1925 were lumber and allied products; paper, printing, and related industries; chemicals and allied products; stone, clay, and glass products; and railroad repair shops. When the change in number of plants is analyzed by States it is seen that the shift in most individual industries has been from the Northeast to the South and West. These shifts may indicate either an actual relocation of the centers of an industry or merely the establishment of branch plants. In either case the area which the industrial promoter must reach through his advertising is in general the industrial

belt of the North and East, since this section contains the existing centers of most of our industries and also the headquarters for the concerns which are locating branch plants.

No major campaign for community advertising is launched to-day without some sort of a preliminary investigation of the possibilities of the city and its surrounding territory. It is now generally realized that an industry unwisely located is a community liability. There has been some discussion among industrial managers as to where to start in plotting the industrial situation of a community. Some believe it the part of economy to start with a general survey of the industrial situation preliminary to studies on behalf of specific industries. Others feel that such a general survey is not pointed enough to help individual prospects and advise beginning with the studies of opportunities in individual lines, which may later be summarized to reach a general perspective of the local situation. There is perfect agreement, however, as to the need for more facts, carefully ascertained, and devised to reveal specific advantages and limitations rather than to prove that the city is adapted to all types of industry.

Lockwood, Greene & Co., an engineering firm which has made a number of community industrial surveys, has gone a step further in research preliminary to industrial promotion. In an appendix carried in a recent survey of Dallas, Wichita, and Okmulgee, it divides the industries of the country into two groups, one requiring location near the source of raw materials and the other having location controlled by supply of power, unskilled labor, and transportation. The latter group is referred to as mobile industries. The tabulation shows for each industry sex of wage earners, and value added by manufacture per wage earner and per horsepower, based on averages for the United States. This is a classification which it is believed might well be worth consideration by various communities contemplating industrial promotion. A word of warning concerning its use comes from the author of this scheme himself. Even given a list of industries which can move freely, a community would scarcely be justified in circularizing the firms on the list without first ascertaining whether movement was actually taking place in a particular industry.

SELECTED LIST OF MANUFACTURES

Following is a selected list of manufactures that depend mainly on power and unskilled or semiskilled labor. The ratio between the average number of male and female employees is shown. The list includes some industries, such as shoe factories, where a small nucleus of skilled workers can train others within a short time. Mining and smelting operations and manufactures that are limited by a small demand for products are not included in the list. Industries that require locations near the sources of raw materials are separated from those whose location is controlled by the supply of power and unskilled or semiskilled labor and by transportation facilities.

It should be noted that the smaller the value added by manufacture per horsepower or per wage earner, the greater will be the importance of power or labor, respectively.

The figures are computed from totals for the United States, taken from the Census of Manufactures, 1925. The description of industries are quoted from the census.

Classification of Industries for Community Promotion

Manufactures	Average for United States			
	Employees		Value added by manufacture per 1 horsepower used	Value added by manufacture per wage earner
	Male	Female		
LOCATION NEAR SOURCE OF RAW MATERIAL				
	Per cent	*Per cent*		
Canning and preserving fish, oysters, and other sea food	37	63	$1,140	$2,070
Canning and preserving fruit and vegetables, pickles, jellies, preserves, and sauces	44	56	1,230	2,680
Cement	99	1	215	4,870
Chocolate and cocoa products, not including confectionery	74	26	569	3,640
Coffee and spices, roasting and grinding	56	44		
Coke, not including gashouse coke	100	0	245	432
Crucibles	97	3	913	4,720
Dyeing and finishing textiles	78	22	743	2,655
Fertilizers	98	2	454	3,520
Flax and hemp, dressed	98	2	147	2,620
Flour, feed, and other grain mill products	97	3	258	5,400
Glass	89	11	670	2,620
Glue and gelatin	89	11	456	3,130
Hones, whetstones, and similar products	88	12	442	2,520
Iron and steel:				
Blast furnaces	100	0	107	5,070
Cast-iron pipe	100	0	940	2,240
Steel works and rolling mills	99	1	238	3,050
Jute goods	46	54	453	2,060
Leather, tanned, curried, and finished	92	8	689	2,891
Lime	100	0	350	2,560
Lumber and timber products, not elsewhere classified	99	1	410	1,770
Marble, slate, and stone work	100	0	525	3,460
Matches	66	34	664	2,340
Mats and matting, grass, and coir	69	31	913	2,180
Minerals and earths, ground or otherwise treated	99	1	197	2,880
Paper and wood pulp [1]	91	9	172	2,818
Paving materials, other than brick	100	0	276	3,200
Salt	93	7	374	3,240
Turpentine and rosin	99	1	9,730	1,035
Wall plaster, wall board, and floor composition	99	1	625	4,700
LOCATION CONTROLLED BY SUPPLY OF POWER, UNSKILLED LABOR, AND TRANSPORTATION				
Agricultural implements	98	2	856	332
Artificial stone products, not including paving or roofing	100	0	1,235	3,230
Baskets and rattan and willow ware, not including furniture	68	32	766	1,450
Belting other than leather and rubber, not made from purchased fabrics	55	45	1,640	5,940
Beverages			823	5,090
Bookbinding and blank-book making	48	52	3,580	2,730
Boot and shoe findings, not made in boot and shoe factories	66	34	1,480	2,660
Boots and shoes, other than rubber	70	30	3,116	2,141
Boxes, cigar, wooden	45	55	1,430	1,540
Boxes, paper and other, not elsewhere classified	42	58	1,710	2,280
Boxes, wooden, except cigar boxes	90	10	457	1,880
Brass, bronze, and other alloys, and manufactures of these alloys and of copper, not specifically classified	92	8	504	2,890
Brooms	85	15	1,950	2,240
Brushes other than rubber	68	32	2,121	3,037
Car and general construction and repairs, electric railroad repair shops	99	1	768	1,660
Car and general construction and repair, steam railroad repair shops	99	1	821	1,680
Carpets and rugs, rag	69	31	1,600	1,970
Carriages, wagons, sleighs, and sleds	96	4	585	248
Cars, electric and steam, railroad, not built in railroad repair shops	99	1	508	2,460
Cloth, sponging and refinishing	98	2	3,780	3,950
Clothing, men's, not elsewhere classified	46	54	11,800	3,040
Clothing, women's, not elsewhere classified	33	67	23,400	4,520
Collars, men's	24	76	3,520	2,200
Confectionery	44	56	1,736	2,740
Cooperage	98	2	765	2,060

[1] No 1925 figures available, 1920 census figures used.

Classification of Industries for Community Promotion—Continued

Manufactures	Average for United States			
	Employees		Value added by manufacture per 1 horsepower used	Value added by manufacture per wage earner
	Male	Female		
LOCATION CONTROLLED BY SUPPLY OF POWER, UNSKILLED LABOR, AND TRANSPORTATION—continued				
	Per cent	*Per cent*		
Cordage and twine	59	41	432	2,180
Cork products	62	38	795	2,660
Cotton goods	58	42	284	1,430
Cotton small wares	38	62	975	2,030
Dairymen's supplies, creamery, cheese factory equipment, and poultrymen's and apiarists' supplies	90	10	1,480	4,500
Electroplating	95	5	925	2,960
Enameling and japanning	79	21	1,230	3,000
Envelopes	40	60	2,300	2,620
Felt goods, wool or hair	76	24	742	3,385
Flags and banners	25	75	3,590	2,190
Flavoring extracts, flavoring sirups, and bitters	50	50	2,020	12,100
Food preparations, not elsewhere classified	70	30	910	6,250
Foundry and machine shop products, not elsewhere classified	96	4	948	3,390
Furnishings, goods, men's, not elsewhere classified	17	83	10,200	2,420
Furniture	92	8	1,200	2,680
Gloves and mittens: Leather	43	57	4,430	2,040
Hardware, not elsewhere classified	82	18	1,500	2,820
Hats and caps, except felt and straw	62	38	11,200	3,220
Hats, fur, felt	72	28	2,240	2,640
Hats, straw	39	61	3,780	2,200
House furnishing goods, not elsewhere classified	40	60	2,570	2,950
Ice cream			810	6,306
Ice, manufactured	99	1	154	5,700
Iron and steel:				
Bolts, nuts, washers, and rivets, not made in rolling mills	85	15	684	2,680
Doors, shutters, and window sash and frame	98	2	1,710	4,200
Forgings not made in steel works or rolling mills	97	3	553	3,280
Nails, spikes, etc., not made in rolling mills	73	27	823	2,990
Processed	99	1	787	4,800
Knit goods	29	71	2,010	1,900
Labels and tags	60	40	3,130	2,800
Leather goods, not elsewhere classified	62	38	6,220	2,990
Linen goods	47	53	393	1,710
Lumber, planing mill products not made in planing mills connected with sawmills	98	2	514	2,760
Mattresses and bed springs, not elsewhere classified	80	20	1,490	3,350
Millinery and lace goods, not elsewhere classified	20	80	13,000	2,910
Mirrors and picture frames	86	14	2,020	2,900
Mucilage, paste, and other adhesives, not elsewhere classified	78	22	1,466	7,709
Needles, pins, hooks and eyes, and snap fasteners	49	51	1,620	2,100
Paints and varnishes	90	10	1,240	6,950
Paper goods, not elsewhere classified	60	40	1,510	4,000
Pencils, lead	47	53	1,940	2,820
Perfumery, cosmetics, and toilet preparations	30	70	11,200	9,480
Plumbers' supplies, not including pipe or marble and porcelain sanitary ware	94	6	1,230	3,120
Pottery, including porcelain ware	75	25	1,540	2,110
Pulp goods	84	16	875	3,300
Rayon	40	60	1,040	3,640
Refrigerators	96	4	1,410	3,520
Sand-lime brick	100	0	394	2,150
Shirts	98	2	6,920	1,930
Signs and advertising novelties	61	39	5,110	4,220
Silk manufactures	39	61	1,520	2,440
Soap	70	30	1,585	6,040
Soda water apparatus	97	3	3,350	5,910
Sporting and athletic goods, not including firearms or ammunition	65	35	990	1,320
Stamped and enameled ware, not elsewhere classified	79	21	1,190	2,580
Stationery goods, not elsewhere classified	49	51	3,360	3,220
Steam and other packing, pipe and boiler covering, and gaskets, not made in textile mills	84	16	1,170	3,860
Steam fittings and steam and hot water heating apparatus	95	5	1,390	3,490
Stoves and appliances, gas and oil	99	1	2,440	4,350

CLASSIFICATION OF INDUSTRIES FOR COMMUNITY PROMOTION—Continued

Manufactures	Average for United States			
	Employees		Value added by manufacture per 1 horsepower used	Value added by manufacture per wage earner
	Male	Female		
LOCATION CONTROLLED BY SUPPLY OF POWER, UNSKILLED LABOR, AND TRANSPORTATION—continued				
Stoves (other than gas, oil, or electric), hot-air furnaces, and fireless cookers	*Per cent* 99	*Per cent* 1	1,430	3,180
Structural and ornamental iron work, not made in rolling mills	100	0	398	1,750
Tin cans and other tinware, not elsewhere classified	71	29	1,730	2,820
Toys, games, and playground equipment (not including children's wheel goods or sleds)	58	42	1,690	2,460
Tools, not including edge tools, machine tools, files, or saws	92	8	1,040	3,240
Trunks, suitcases, and bags	92	8	3,780	2,890
Vinegar and cider	91	9	778	4,350
Wall paper	80	20	1,310	2,980
Washing machines and clothes wringers, not for use in commercial laundries	97	3	2,040	5,200
Window and door screens and weather strips	86	14	1,195	3,370
Window shades and fixtures	72	28	1,480	3,200
Wood preserving	100	0	732	2,920
Wood turned and carved	93	7	446	1,920
Wooden goods not elsewhere classified	83	17	547	2,440
Wool scouring	93	7	422	2,970
Wool shoddy	82	18	396	2,950
Woolen goods	56	44	737	2,120
Worsted goods	56	44	517	1,980

A substantial step in obtaining basic information concerning industrial expansion has been undertaken by the organization service department of the United States Chamber of Commerce. A questionnaire was circulated to local secretaries asking information concerning plants established during the year. Industries were divided into those of local origin and those of outside origin, the latter group being subdivided into "New industries started by foreign capital," "Branch plants," and "Entire factories removed from other places." For each establishment, whatever its classification, the name of the concern, the number of employees, and the product manufactured was sought.

Only 87 cities sent in returns for 1926, but the results of even this small number point to conclusions of great importance which may appear from the continuation of the work. For example, only 88 out of the 618 plants recorded fell in the class of factories removed from other places. The number of plants which were actually new establishments, and not merely removals, was sufficient to suggest that the development of new industries may turn out to be a more productive field than efforts to relocate existing establishments.

For 1927 over 700 returns have already been received and these are being compiled for an early release. The results are being grouped in various ways, by States according to census divisions, by industries following the classification of the Census of Manufactures, by plants according to number of wage earners, and by cities according to population. Comparative importance of removals and new developments, centralizing and decentralizing tendencies, and mileage covered

in changing locations, are among the numerous aspects of industrial expansion that are being given detailed consideration.

The deposits of valuable minerals have long been known and charted, and it is only where the work of the geologist is supplemented by some new discovery of the chemist that changes in the industrial map can be expected on the basis of raw materials. An excellent example is the recent developments in the use of lignite, upon which is being based a dye industry in North Dakota, and which, in pulverized form, was found to be a very effective fuel in Texas. In exceptional cases, where new bodies of raw materials are suddenly discovered, as in recent oil and gold strikes, and also in real-estate booms, the resulting free publicity is alone sufficient to give a community a greater influx of population than it can conveniently assimilate.

The general trend in industrial shifts is to conform more closely to the distribution of population. Population attracts industry on the two counts of markets and labor. The versatility of population is a fact upon which both community promoters and industrial men can rely in their efforts to widen the range of the productive activities of any section. For instance, towns in which are located industries that employ men only naturally offer a labor supply to plants requiring women.

It is questionable whether it is advisable to advertise cheap labor as one of the advantages which a city offers to manufacturers. In many cases the new plant must seek its market as well as its labor supply near the city in which it expects to locate. Cheap labor does not argue a high purchasing power on the part of this consuming population. On the other hand, it is important to emphasize any permanent advantage in living costs which affect the wage rate without reaction upon living standards.

The mature judgment of cities long engaged in industrial promotion is that the first step is the development of an expert industrial bureau to deal with industrial applicants. Such prospects should be offered an engineering survey of the community, from the standpoint of economy of location for each individual concern. Efforts to make the best practice in industrial promotion generally available have led to the establishment of an annual informal conference of industrial secretaries under the auspices of the organization service department of the United States Chamber of Commerce.

SEEKING CONVENTIONS AND OBTAINING PUBLICITY

Conventions and publicity are usually lumped together as a single objective as was done in the present questionnaire. Publicity, however, is not an end to be sought in itself, and where used should be considered as a means to the end of community promotion and as such should be judged severely with respect to cost and results, as is done with paid advertising. The International Association of Convention Bureaus has felt that seeking conventions, for the intangible benefits of publicity, should be engaged in only with great care and has asked its members to refuse large funds or other special advantages as an inducement to conventions.

A safe way to evaluate advertising for conventions is to think of it as an effort to increase the profitable transient population of

the city. In this way it can be considered on the same basis as tourist promotion. Both offer advantages in further advertising the city through the oral advertising that the tourist or convention visitor accomplishes when he returns home. The major part of the work of convention bureaus is a matter of specific appeal to convention-holding organizations and does not permit large use of advertising methods. A very useful list for cities seeking conventions is the pamphlet published by the United States Chamber of Commerce, entitled "Convention Dates of National and Trade Associations." Similar information is contained in the Department of Commerce publication "Commercial and Industrial Organizations of the United States." When a city bureau conceives publicity as an advertising channel and wishes to give it a prominent place in its promotion program, the following sentences selected from the statement of one of the cities most successful in its use should be helpful. It should always be borne in mind, however, that control of the specific message is surrendered in this type of treatment, since the basis for acceptance of such copy by publications is news value.

Concentration of efforts to place the city before large groups of people the Nation over by having a personal representative address them while they are attending conventions.

In specially prepared articles, printed by trade and other magazines of national circulation, broadening that field and reaching increasing numbers.

Furnishing material to special writers, histories, yearbooks, lecturers, encyclopedias, general advertisers, and numerous others who spread the community's advertising.

Keeping local people informed of developments here, encouraging them by the fact of the city's steady growth and expansion, and by doing direct educational work in the city schools among those of the coming generations.

PROMOTING AGRICULTURAL DEVELOPMENT

In the matter of promoting agricultural development, the technique involved is a far more important question than the advertising. The efforts of the railroads and State departments of agriculture in work of this sort has already been emphasized. An important aid which a trading center can extend to its surrounding agriculture is in providing local markets. It is often possible for the community to advertise local food products as part of its tourist appeal. An effort to secure plants which will use present or potential products of the local soil may also aid in agricultural development.

The present appeal to settlers, as stated above, must rest largely upon the advantages of the community as a place in which to live. Such advertising must be soundly supported by provision of up-to-date educational and recreational facilities and civic improvement. In a program to attract agricultural settlers few communities are in a position to operate except as units in a large scale plan. The danger of inflating land prices is too great and too continuous to justify an unregulated advertising campaign concentrating on land immediately surrounding the city. Again, the need for financial assistance and material help of other kinds tends to direct the function of appealing for settlers to railroads, State bureaus, or other large organizations.

Much has been said for the point of view that the key to community advertising lies in the tourist field. An article by James H. Collins gives a very striking expression to this viewpoint. The

writer avers that hardly any community is without some tourist appeal to justify advertising. The tourist, he points out, is the manufacturer, banker, prospective farmer, or workman to whom community appeal is directed through other channels. The happiest method for both the community and the prospect is to center upon an effort to bring him into the community for a visit and let him investigate its advantages for himself. Another advantage of this approach to community promotion is that results from advertising directed to tourists is measurable in terms of new dollars brought into the community, so that this type of community promotion may be depended upon to pay its own way.

APPENDIX

Indexes of Community Growth, 1920–1926, All Cities Over 10,000 Population, by Regions

Cities in each State are grouped into those above and those below 25,000 population in 1920.

Wage earners.—This figure is the average number of wage earners as reported by the Census of Manufactures. Where data is not given it is withheld to prevent disclosure of individual operations.

Postal receipts.—Absence of figures indicates that receipts were included with those of large neighboring offices.

Average daily school attendance.—Absence of figures for 1920 indicates that the city was not included in the school-attendance survey of the Bureau of Education for that year.

Chamber of commerce income.—The information under this head was collected in connection with the 1926 revision of Commercial and Industrial Organizations of the United States (Domestic Commerce Series No. 5), but not used in that publication. The designation "chamber of commerce" includes other similar civic organizations.

Community advertising fund.—The questionnaire called for average expenditures for 1921–1926, but answers in most cases refer to budgets for 1926.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
SOUTHERN DISTRICT								
Delaware:								
Wilmington	21,420	13,549	$552,458	$708,116	10,730	14,170	$36,000	(1)
District of Columbia:								
Washington	10,482	9,753	3,536,393	5,414,155	52,739	61,589	22,000	-------
Maryland:								
Baltimore	97,814	85,797	4,051,512	6,729,561	75,421	90,939	9,480	$35,000
Cumberland	3,753	5,430	115,052	171,588	3,272	5,144	10,000	-------
Hagerstown	4,029	4,625	102,667	202,912	3,856	5,136	5,000	-------
Annapolis	95	120	66,046	78,335	-------	1,598	1,000	-------
Frederick	1,308	1,609	50,535	84,369	2,016	2,458	2,400	-------
Virginia:								
Lynchburg	4,486	4,893	298,480	434,772	-------	6,653	30,000	-------
Newport	-------	6,010	177,392	107,993	3,322	4,784	12,500	7,500
Norfolk	5,119	5,429	711,878	898,834	13,913	21,009	32,000	(1)
Petersburg	4,891	3,408	159,204	155,997	4,321	4,742	14,725	6,000
Portsmouth	2,237	2,759	128,238	167,107	7,298	7,826	7,500	1,200
Richmond	21,759	18,137	1,376,291	2,182,602	21,622	25,554	55,000	15,000
Roanoke	7,740	6,998	241,245	415,986	7,846	11,520	14,000	-------
Alexandria	4,012	1,007	67,119	89,126	1,976	2,011	9,000	(2)
Charlottesville	450	465	71,262	122,836	-------	2,548	-------	-------
Danville	5,827	3,060	90,968	125,448	3,427	3,577	12,000	-------
Staunton	473	398	56,762	83,155	1,134	1,424	4,500	-------
West Virginia:								
Charleston	2,259	1,248	341,288	561,941	6,160	8,739	20,000	-------
Clarksburg	2,321	2,762	135,832	190,348	-------	5,676	12,000	1,400
Huntington	6,556	7,398	231,452	440,065	6,073	11,414	13,150	-------
Wheeling	8,622	7,856	321,612	527,000	5,932	4,905	17,500	-------
Bluefield	1,442	1,272	75,433	141,777	2,663	3,661	14,000	-------
Fairmont	1,931	1,761	90,845	135,084	-------	2,765	10,000	-------
Martinsburg	2,188	2,867	49,975	92,832	1,783	2,315	-------	-------
Morgantown	1,303	987	60,500	107,494	-------	4,890	7,000	-------
Moundsville	1,649	1,040	24,271	48,358	-------	2,638	(3)	-------
Parkersburg	2,878	2,409	129,280	202,100	4,079	4,772	15,000	-------
Kentucky:								
Covington	4,038	3,795	106,330	172,972	4,952	5,845	20,000	-------
Lexington	1,171	857	230,448	380,201	4,789	6,333	16,000	10,000
Louisville	29,902	37,672	1,714,798	2,838,782	24,548	32,108	-------	(1)
Newport	2,350	2,223	70,387	121,180	2,799	2,816	3,750	-------
Ashland	1,912	1,259	49,218	110,355	-------	4,542	10,000	-------
Henderson	967	1,057	35,407	48,779	1,753	2,010	10,750	-------
Owensboro	1,380	1,384	101,108	120,925	2,294	2,984	-------	-------
Paducah	3,596	3,794	102,925	186,404	3,292	3,660	10,000	7,200

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
SOUTHERN DISTRICT—con.								
Tennessee:								
Chattanooga	10,588	15,835	$527,873	$784,481	6,150	14,160	$20,000	$50,000
Knoxville	11,384	14,642	376,601	653,858	12,970	15,838	27,000	-------
Memphis	11,963	9,988	1,360,986	2,092,203	14,865	27,021	90,000	36,000
Nashville	10,666	10,549	1,211,000	1,786,012	15,652	18,905	80,000	-------
Jackson	1,806	1,405	60,982	91,830	2,561	3,958	6,000	(2)
Johnston City	1,061	1,686	54,697	102,747	-------	3,595	10,000	4,700
North Carolina:								
Asheville	1,119	1,428	174,059	339,255	4,327	7,954	152,100	100,000
Charlotte	5,161	5,730	375,357	725,995	6,604	10,332	12,000	-------
Wilmington	1,846	1,577	187,445	260,228	4,511	5,644	14,000	2,000
Winston-Salem	12,366	-------	200,903	365,804	5,948	10,218	12,000	-------
Durham	5,977	7,541	91,476	178,513	5,370	4,844	15,000	-------
Gastonia	2,943	3,561	36,775	67,662	-------	3,383	7,500	-------
Goldsboro	1,100	1,294	45,842	60,463	-------	3,171	5,000	-------
High Point	4,076	7,782	56,602	139,906	-------	5,170	12,000	2,800
Greensboro	1,615	5,007	228,645	418,067	3,042	4,476	30,625	35,000
Newbern	1,586	933	64,167	73,847	-------	2,112	6,800	-------
Raleigh	1,161	1,394	298,183	494,061	-------	5,765	-------	(1)
Rocky Mount	1,562	-------	44,782	71,108	-------	3,186	10,000	-------
Salisbury	1,050	1,682	38,585	78,374	-------	3,396	10,000	-------
Wilson	654	568	45,115	61,765	-------	2,403	-------	-------
South Carolina:								
Charleston	4,228	2,742	346,016	324,465	5,282	8,528	25,000	25,000
Columbia	4,684	3,829	320,063	402,216	-------	7,024	-------	6,000
Anderson	1,811	1,171	50,728	61,685	-------	3,796	10,000	-------
Florence	937	-------	41,164	56,191	-------	3,377	4,250	-------
Greenville	1,586	1,849	157,471	218,868	-------	5,537	25,000	-------
Spartanburg	1,840	2,049	94,092	140,668	4,321	4,899	-------	2,500
Georgia:								
Atlanta	15,739	18,208	2,746,981	3,802,262	26,703	40,210	71,500	(1)
Augusta	5,156	5,423	224,614	254,579	7,787	10,080	24,000	-------
Columbus	8,087	8,282	125,840	181,029	5,995	6,880	20,000	-------
Macon	6,457	6,079	299,148	401,714	9,903	12,247	50,000	(1)
Savannah	3,843	3,053	432,031	574,810	11,950	11,026	50,000	42,500
Albany	308	517	69,202	108,257	-------	2,413	15,000	(1)
Athens	1,199	1,266	87,675	90,279	2,222	2,863	2,500	-------
Brunswick	1,629	1,032	46,054	45,812	1,423	1,767	12,500	(1)
La Grange	3,519	3,900	32,793	47,821	-------	2,719	3,000	-------
Rome	1,970	2,095	59,728	77,166	2,035	2,516	10,000	(2)
Valdosta	515	526	56,168	83,873	-------	2,190	11,000	7,000
Waycross	1,559	-------	36,528	50,740	2,900	2,928	-------	-------
Alabama:								
Birmingham	17,264	16,054	852,569	541,405	24,639	35,826	50,000	(3)
Mobile	8,223	3,503	294,922	396,382	5,646	7,992	30,000	4,500
Montgomery	3,658	2,946	338,874	432,041	5,426	6,986	30,000	(1)
Anniston	2,685	3,930	57,943	90,163	2,410	2,761	8,000	-------
Bessemer	2,107	3,221	37,062	57,134	2,907	3,501	-------	6,000
Dothan	236	370	36,120	49,118	-------	2,256	6,000	-------
Florence	744	604	35,013	50,506	-------	2,064	26,000	-------
Gadsden	2,852	3,708	41,940	54,733	1,129	3,244	7,500	-------
Selma	1,703	1,062	86,991	108,385	2,017	2,856	-------	-------
Tuscaloosa	404	559	58,558	85,080	-------	3,127	-------	2,000
Mississippi:								
Biloxi	787	721	30,664	56,659	-------	1,830	11,500	4,500
Columbus	549	336	34,930	55,121	-------	2,157	5,000	-------
Greenville	822	653	57,814	65,037	-------	2,134	6,000	6,300
Hattiesburg	1,267	1,337	84,426	96,059	2,767	3,323	10,000	(3)
Jackson	1,326	1,241	210,883	366,757	3,398	4,761	25,000	-------
Laurel	2,223	3,131	42,193	71,191	-------	3,485	13,750	-------
Meridian	2,165	996	115,552	177,397	-------	4,303	16,000	-------
Natchez	1,180	1,133	55,121	61,268	961	2,447	6,000	-------
Vicksburg	1,455	1,292	77,835	106,703	-------	2,295	-------	-------
Florida:								
Jacksonville	7,168	5,479	669,928	1,285,941	9,334	18,676	80,000	30,000
Miami	708	2,179	177,177	1,419,500	-------	8,305	200,000	(1)
Pensacola	4,586	1,259	103,342	141,586	3,991	4,784	29,000	144,666
Tampa	13,079	12,682	534,368	1,073,148	5,782	15,625	-------	20,000
Key West	2,313	1,100	37,893	47,186	-------	2,035	3,500	-------
St. Petersburg	215	1,000	85,659	454,553	-------	7,614	100,000	100,000

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
EASTERN MANUFACTURING DISTRICT								
Maine:								
Bangor	1,153	786	$226,737	$346,091	3,842	4,108	$10,000	-------
Lewiston	6,566	6,025	93,309	142,534	2,158	2,909		-------
Portland	5,486	4,177	520,317	809,615	8,811	10,458	19,000	$2,150
Auburn	5,850	5,488	69,128	108,806	2,377	2,734	6,000	-------
Augusta	2,343	2,003	420,484	655,029	1,631	1,980	2,500	-------
Bath	5,312	773	45,060	39,142	-------	1,531	(2)	-------
Biddeford	4,469	4,478	31,587	45,669	1,161	1,170		-------
Waterville	2,432	2,369	57,998	83,948	1,867	2,176	5,000	-------
New Hampshire:								
Manchester	25,512	18,553	228,294	311,394	6,698	9,142		-------
Nashua	8,264	7,391	75,289	111,061	3,029	3,915	(2)	-------
Berlin	4,236	3,708	30,165	42,242	1,253	1,470	1,300	-------
Concord	2,444	2,824	177,109	434,368	2,366	2,790	12,000	6,000
Dover	2,334	2,121	39,490	53,402	1,264	1,393	2,900	-------
Keene	2,185	2,335	64,999	96,185	1,700	1,892	6,000	50,000
Laconia	2,579	2,153	39,760	60,167	1,093	1,313	3,000	-------
Portsmouth	3,191	631	77,445	84,339	1,693	2,275	8,500	-------
Vermont:								
Barre	1,898	1,886	43,327	61,767	2,029	2,254	3,000	-------
Burlington	2,913	1,759	167,426	244,852	2,408	2,828	10,500	1,500
Rutland	1,955	1,589	75,094	106,743	1,878	1,963		-------
Massachusetts:								
Boston	88,759	77,334	11,123,671	16,139,232	103,839	115,894	350,000	1,800
Brockton	18,059	13,162	341,516	461,934	9,093	10,859	18,000	-------
Brookline	484	231	-------	-------	4,038	4,887	1,000	-------
Cambridge	22,550	21,945	-------	-------	13,979	14,967	3,000	-------
Chelsea	6,580	6,308	-------	-------	6,497	7,953		-------
Chicopee	10,068	10,536	25,147	32,242	3,875	6,289	(2)	-------
Everett	4,523	5,234	-------	-------	6,942	7,952		-------
Fall River	37,015	30,596	215,652	292,708	14,428	16,572	18,500	-------
Fitchburg	9,907	8,872	148,340	194,316	4,487	5,257	25,000	(2)
Haverhill	15,783	11,519	175,761	218,157	6,192	7,197	7,500	-------
Holyoke	17,773	16,992	237,915	335,624	5,950	7,363	12,500	-------
Lawrence	30,319	26,275	191,910	255,009	9,584	12,089	15,500	-------
Lowell	30,111	21,570	250,739	364,972	10,737	12,888	13,800	-------
Lynn	27,355	18,938	342,482	503,779	11,753	14,247	18,000	5,800
Malden	4,723	4,192	-------	-------	6,534	7,730	12,000	-------
Medford	1,031	1,335	-------	-------	5,598	7,866		-------
New Bedford	41,630	35,696	260,257	347,200	13,700	16,653	30,000	(2)
Newton	2,547	2,669	-------	-------	7,257	8,657	45,000	-------
Pittsfield	8,570	9,180	165,561	240,444	6,220	7,618	14,000	(2)
Quincy	19,653	5,158	-------	-------	7,310	10,825	5,300	-------
Revere	126	189	-------	-------	5,471	7,115	(2)	-------
Salem	5,672	4,359	153,681	259,841	4,786	5,541		-------
Somerville	6,111	5,594	-------	-------	11,855	14,074		-------
Springfield	18,429	17,693	885,241	1,280,964	17,588	21,347	65,000	45,000
Taunton	8,981	6,679	102,709	144,152	4,759	5,557	4,000	-------
Waltham	8,069	5,083	-------	-------	2,915	4,948		-------
Worcester	38,673	31,142	833,082	1,165,355	23,855	31,789	40,000	-------
Adams	3,974	3,636	22,214	38,635	1,541	1,752		-------
Amesbury	3,173	4,276	25,079	34,260	-------	1,214	4,500	(2)
Attleboro	6,763	5,273	120,523	182,739	2,979	3,559	12,000	(2)
Arlington	228	257	-------	-------	2,950	4,171		-------
Belmont	93	86	-------	-------	-------	2,698		-------
Beverly	6,495	3,540	64,244	86,392	3,968	4,536	8,500	-------
Braintree	2,176	1,554	-------	-------	-------	2,434	(2)	-------
Clinton	4,155	5,013	24,665	35,401	1,575	1,866		-------
Danvers	1,474	970	20,852	35,332	-------	1,838		-------
Dedham	463	518	21,910	36,524	-------	2,727		-------
Easthampton	4,142	2,950	24,590	35,761	-------	1,518	(2)	-------
Framingham	4,362	4,488	123,655	211,717	2,725	3,718	1,200	-------
Gardner	4,036	4,313	55,232	86,466	2,334	2,678	15,000	10,000
Gloucester	2,684	2,169	112,678	176,180	3,944	3,911	17,000	-------
Greenfield	2,750	1,585	105,926	127,143	2,353	2,978	8,750	-------
Leominster	5,793	4,846	60,318	109,174	2,453	2,909	1,200	-------
Marlborough	3,798	3,504	34,811	45,725	1,562	1,924	2,500	-------
Melrose	1,606	748	-------	-------	2,577	3,178		-------
Methuen	2,571	1,557	-------	-------	2,808	3,278	(2)	-------
Milford	1,809	1,664	29,202	43,855	2,197	2,737	3,000	-------
Natick	1,463	660	29,595	49,880	-------	2,282	3,000	-------
Newburyport	3,960	2,561	53,619	69,688	1,696	2,064	9,125	-------

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
EASTERN MANUFACTURING DISTRICT—continued								
Massachusetts—Continued								
North Adams	6,023	4,754	$81,390	$96,445	2,561	3,132	$12,000	(2)
Northampton	3,532	3,395	104,187	176,773	2,687	3,384	13,000	-------
Northbridge	3,871	-------	-------	-------	-------	1,727		-------
Norwood	2,835	2,742	39,288	51,937	-------	3,099		-------
Peabody	8,013	5,821	34,852	47,366	2,727	1,572	1,200	-------
Plymouth	2,971	2,441	47,874	61,996	2,099	2,366	-------	(1)
Saugus	126	110	-------	-------	-------	2,500	(2)	-------
Southbridge	5,329	3,949	67,899	92,577	1,135	1,495		-------
Wakefield	1,869	1,787	25,137	55,091	2,329	3,074		-------
Watertown	8,420	-------	-------	-------	2,855	3,866		-------
Webster	3,849	2,868	31,156	37,520	1,060	1,310	(2)	-------
West Springfield	2,791	2,880	-------	-------	-------	2,907	1,100	-------
Westfield	3,243	2,933	85,974	141,250	3,119	3,864		-------
Weymouth	2,146	1,924	-------	-------	2,403	3,148		-------
Winchester	1,112	1,139	30,707	42,732	-------	1,780		-------
Winthrop	61	44	-------	-------	2,288	2,850	(2)	-------
Woburn	2,011	2,092	27,828	43,641	2,609	3,275	1,500	-------
Rhode Island:								
Cranston	2,657	2,873	-------	-------	4,339	5,533		-------
Newport	1,032	916	125,276	134,491	3,597	4,096	18,000	-------
Pawtucket	24,446	21,213	210,766	326,117	7,049	8,526	10,000	-------
Providence	53,372	41,207	1,356,443	2,009,892	31,447	36,553	54,250	-------
Woonsocket	14,387	13,460	84,385	120,435	3,833	4,748	12,500	-------
Bristol	5,097	3,173	18,242	24,679	-------	2,054	(2)	-------
Central Falls	3,922	4,681	-------	-------	1,551	2,070		-------
Cumberland	2,918	-------	-------	-------	2,060	1,511		-------
East Providence	2,288	1,137	-------	-------	-------	4,351	(2)	-------
Warwick	1,379	-------	-------	-------	1,996	3,018		-------
West Warwick	4,919	2,765	-------	24,335	1,959	2,447	(2)	-------
Connecticut:								
Bridgeport	42,862	28,763	611,748	891,952	20,615	23,499	25,000	$15,000
Hartford	26,264	21,758	1,276,605	2,032,398	17,356	23,185	18,500	-------
Meriden	8,794	7,882	222,578	329,066	4,193	5,024	9,375	-------
New Britain	17,212	16,678	270,168	391,444	8,197	11,342	8,200	(2)
New Haven	30,874	22,863	1,014,062	1,580,243	25,203	30,036	26,000	(2)
New London	2,241	2,517	131,879	177,778	3,356	3,980	7,000	-------
Norwalk	5,633	6,304	41,065	81,232	4,239	5,417		-------
Stamford	7,939	4,140	160,259	329,398	6,539	8,723	15,000	(2)
Waterbury	30,322	23,626	275,572	430,049	13,722	15,531	20,000	(1)
Ansonia	6,102	5,148	47,071	51,515	2,952	3,427	(2)	-------
Bristol	7,592	6,569	83,573	114,577	3,572	4,482	8,725	-------
Danbury	5,033	5,672	68,867	133,996	2,630	3,167	-------	(1)
Derby	1,567	800	44,161	50,267	-------	1,558	3,000	-------
Middletown	3,985	3,831	75,643	131,547	1,852	2,269	6,500	7,900
Naugatuck	5,030	2,910	40,131	58,083	2,111	2,376	9,500	-------
Norwich	5,018	4,140	91,346	121,394	2,921	4,032	7,500	-------
Torrington	6,608	5,310	73,926	98,092	3,498	4,272	1,700	(2)
Willimantic	3,625	2,102	37,998	53,906	-------	2,018	3,000	-------
New York:								
Albany	11,216	9,609	858,789	1,600,216	10,190	11,786	35,000	-------
Amsterdam	10,713	10,536	95,055	141,804	4,261	6,994	12,500	1,500
Auburn	7,272	5,649	155,293	214,422	4,095	4,485	14,075	-------
Binghamton	7,477	7,407	333,191	535,697	8,056	10,964	11,100	-------
Buffalo	75,899	66,015	3,324,572	4,902,506	52,622	67,650	150,000	(1)
Elmira	8,024	6,895	239,753	425,260	5,123	6,396	-------	10,000
Jamestown	8,559	8,763	181,259	310,142	5,668	7,211	32,000	2,500
Kingston	3,903	3,594	98,597	154,837	3,069	3,620	7,500	4,500
Mount Vernon	2,746	1,573	147,354	242,224	7,058	8,703	-------	-------
New Rochelle	1,293	763	115,515	270,803	5,695	6,757	15,000	-------
New York	638,775	538,845	49,612,397	71,984,458	735,062	909,561	-------	-------
Newburgh	5,389	4,207	113,268	210,823	4,116	4,721	10,000	-------
Niagara Falls	12,238	12,616	246,195	395,071	6,578	10,096	30,000	80,000
Poughkeepsie	5,935	4,631	171,184	315,075	4,575	4,871	10,000	-------
Rochester	63,792	52,589	1,838,564	2,860,514	33,087	41,299	140,000	27,000
Rome	4,428	5,094	69,105	115,668	3,155	4,391	12,000	-------
Schenectady	21,062	19,648	387,282	561,396	14,020	14,903	30,000	2,700
Syracuse	28,153	23,086	1,144,517	1,661,302	20,784	24,791	50,000	135,000
Troy	15,929	12,468	269,028	528,673	5,249	7,966	23,000	15,000
Utica	16,423	14,833	440,481	813,487	11,090	14,410	32,000	-------
Watertown	3,914	3,390	149,852	332,773	4,993	5,140	6,750	1,500
Yonkers	11,932	12,662	245,324	463,105	15,144	18,111	22,000	-------

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
EASTERN MANUFACTURING DISTRICT—continued								
New York—Continued								
Batavia	2,226	2,318	$51,191	$92,441	2,020	2,660	$7,500	-------
Beacon	2,162	1,509	22,963	34,110	1,284	1,519	-------	-------
Cohoes	5,013	4,925	39,190	58,642	1,514	1,979	1,750	-------
Corning	3,517	2,621	59,095	78,428	2,001	2,341	8,500	-------
Cortland	3,013	2,625	64,857	105,012	1,721	2,336	2,700	-------
Dunkirk	4,319	2,649	53,562	69,446	2,528	2,989	10,000	-------
Fulton	3,627	3,004	44,895	62,947	1,826	2,250	7,000	(2)
Geneva	2,428	2,091	84,310	138,803	1,614	2,128	8,000	-------
Glen Falls	2,784	3,069	85,743	138,113	1,645	1,872	6,000	-------
Gloversville	5,612	4,267	93,115	120,338	3,150	3,559	9,000	-------
Herkimer	1,370	1,566	30,715	24,369	-------	1,901	3,750	-------
Hornell	1,851	2,504	44,379	75,295	1,897	2,444	-------	-------
Hudson	1,481	1,073	49,122	68,291	1,537	1,934	7,500	-------
Ilion	5,215	3,907	40,332	65,682	-------	1,715	5,500	-------
Ithaca	1,690	1,575	153,695	254,212	2,472	2,887	11,000	-------
Johnstown	2,664	2,499	40,122	72,350	1,700	1,850	1,500	-------
Lackawanna	-------	-------	-------	-------	1,702	2,803	-------	-------
Little Falls	3,688	2,650	47,363	68,963	1,396	2,013	-------	-------
Lockport	4,074	3,430	92,860	125,558	2,771	3,452	14,000	-------
Middletown	2,162	1,682	67,478	109,873	2,208	2,612	7,500	-------
North Tonawanda	4,366	3,832	76,200	150,175	2,202	2,544	-------	-------
Ogdensburg	757	1,202	49,729	69,790	1,525	1,901	2,500	-------
Olean	4,669	3,033	74,808	102,522	3,589	4,388	10,000	$2,500
Oneida	1,207	938	39,941	73,964	-------	1,592	6,000	-------
Oneonta	1,657	1,237	47,512	69,890	-------	1,860	7,000	-------
Ossining	387	281	46,535	69,362	1,590	1,837	-------	-------
Oswego	4,470	2,874	-------	80,756	2,234	2,701	5,000	-------
Peekskill	2,066	1,379	40,232	86,974	2,121	2,240	-------	-------
Plattsburg	787	530	53,394	81,236	1,128	1,140	4,000	-------
Port Chester	2,685	1,603	56,796	99,947	3,332	4,286	2,500	-------
Port Jarvis	2,003	1,720	29,129	43,617	-------	1,685	2,000	-------
Rensselaer	1,363	1,775	18,701	38,832	1,376	1,400	500	-------
Saratoga Springs	855	528	69,158	97,984	1,772	1,960	6,000	15,000
Tonawanda	1,833	1,723	27,637	98,973	-------	1,776	4,000	1,200
Watervliet	1,600	1,594	32,167	29,977	1,698	2,075	(2)	-------
White Plains	329	279	86,755	172,008	3,288	4,180	6,000	-------
New Jersey:								
Atlantic City	958	1,201	444,822	879,254	6,323	9,162	16,000	(1)
Bayonne	14,994	12,340	96,352	161,827	11,413	13,845	3,000	-------
Camden	40,906	22,700	360,055	696,437	15,405	17,433	30,000	(1)
Clifton	3,253	6,298	-------	-------	-------	7,270	-------	-------
East Orange	2,883	1,338	139,478	268,370	6,889	7,800	45,000	-------
Elizabeth	18,386	17,354	222,121	432,554	12,102	14,566	12,000	6,500
Hoboken	15,933	9,793	268,438	323,042	8,629	9,338	15,000	-------
Irvington	1,956	2,867	-------	-------	3,689	5,899	-------	-------
Jersey City	36,981	30,607	935,343	1,326,218	34,915	40,937	-------	-------
Kearney	14,860	9,511	-------	-------	3,829	5,087	-------	-------
Montclair	281	432	118,191	225,305	4,479	6,306	3,400	-------
New Brunswick	7,673	6,930	174,672	316,265	4,355	5,581	6,000	2,000
Newark	86,707	66,854	2,109,839	3,861,270	58,896	65,459	50,000	50,000
Orange	2,712	1,171	185,860	250,548	4,792	5,777	-------	-------
Passaic	18,203	16,119	210,287	328,774	9,721	11,119	14,000	-------
Paterson	37,217	33,779	344,373	563,861	18,754	21,253	30,000	-------
Perth Amboy	9,197	9,237	75,672	136,363	6,691	7,755	10,000	-------
Plainfield	3,421	2,743	123,168	191,087	4,285	5,644	10,000	-------
Trenton	24,547	22,322	478,627	757,826	13,761	16,667	35,000	-------
West Hoboken (Inc. Union City)	3,565	-------	-------	-------	5,503	-------	-------	-------
West New York	3,208	2,925	-------	118,244	4,634	5,783	-------	-------
Asbury Park	393	546	101,869	171,087	2,235	2,660	-------	-------
Belleville	1,856	1,666	-------	-------	-------	4,281	-------	-------
Bloomfield	5,150	6,448	97,586	216,831	3,266	4,543	-------	-------
Bridgeton	2,329	2,610	44,951	70,928	2,348	2,624	2,625	-------
Englewood	256	84	42,776	70,369	-------	2,443	1,260	-------
Garfield	5,025	5,992	-------	-------	4,381	6,366	800	-------
Gloucester	6,225	1,080	19,098	27,538	-------	1,556	-------	-------
Hackensack	698	967	97,554	185,464	3,286	4,045	-------	-------
Harrison	13,026	5,929	-------	-------	1,590	1,891	-------	-------
Long Branch	841	528	52,701	84,006	2,595	2,942	-------	-------
Millville	3,857	3,148	27,973	37,993	2,228	2,689	1,000	-------
Morristown	248	251	24,890	104,724	-------	1,880	1,700	(2)
Phillipsburg	5,403	4,913	34,455	89,246	2,508	3,042	-------	-------
Rahway	1,697	1,114	47,409	76,749	-------	2,248	-------	-------

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
EASTERN MANUFACTURING DISTRICT—continued								
New Jersey—Continued								
Summit	-------	219	$41,385	$80,689	-------	1,849	$1,320	-------
Union	1,506	4,892	62,884	252,905	3,297	9,086	1,500	-------
West Orange	-------	1,864	-------	-------	2,181	3,060	-------	-------
Pennsylvania:								
Allentown	14,812	16,321	311,205	482,603	9,862	12,159	20,000	-------
Altoona	12,800	10,452	191,984	303,121	8,079	9,656	12,500	$4,000
Bethlehem	14,961	-------	158,227	236,646	6,010	10,209	15,000	-------
Chester	18,677	9,307	152,253	93,022	9,609	8,234	1,380	-------
Easton	4,672	4,500	196,842	306,318	4,934	5,929	10,000	-------
Erie	13,297	13,885	402,394	621,343	10,282	15,245	25,000	7,000
Harrisburg	10,522	8,264	740,351	1,411,490	10,821	12,207	30,000	-------
Hazelton	3,815	4,330	73,975	152,820	5,483	6,938	5,500	1,000
Johnstown	12,855	14,503	213,186	328,055	8,670	11,524	18,750	5,000
Lancaster	9,444	8,500	353,316	611,275	6,039	7,742	22,000	-------
McKeesport	11,909	-------	114,985	146,437	6,217	8,886	13,000	1,150
New Castle	8,014	7,889	116,439	173,438	7,386	9,958	6,675	-------
Norristown	3,534	3,433	100,371	194,711	3,890	4,730	8,750	-------
Philadelphia	281,105	246,680	14,703,164	20,144,561	201,108	231,126	200,000	50,000
Pittsburgh	83,290	65,414	4,975,544	7,397,634	70,757	84,379	150,000	-------
Reading	29,122	27,247	374,524	807,433	13,405	15,702	34,000	-------
Scranton	14,467	12,578	723,004	1,096,748	20,243	24,607	-------	-------
Wilkes-Barre	9,408	7,528	320,007	523,953	11,534	12,794	24,263	3,500
Williamsport	8,566	7,808	253,938	409,049	4,985	8,644	18,000	5,000
York	13,368	12,906	244,699	351,684	6,083	7,655	15,700	-------
Ambridge	3,414	-------	22,621	37,988	-------	2,854	5,000	-------
Beaver Falls	3,204	2,626	57,269	87,505	2,050	2,372	12,000	-------
Berwick	-------	-------	25,013	33,836	2,438	3,140	-------	-------
Braddock	1,170	1,018	59,132	82,905	2,375	2,884	9,000	-------
Bradford	1,539	1,590	84,645	127,904	2,021	2,572	13,000	-------
Bristol	1,470	1,706	28,932	37,218	-------	1,828	-------	-------
Butler	3,744	2,618	80,128	120,089	4,409	4,716	16,000	-------
Canonsburg	2,971	3,035	20,622	28,200	-------	2,961	-------	-------
Carbondale	861	1,112	34,771	52,615	2,990	3,686	-------	-------
Carlisle	1,422	2,364	61,383	67,726	1,680	2,069	6,000	-------
Carnegie	222	341	23,920	39,375	1,623	2,211	1,000	-------
Carrick	16	-------	-------	-------	-------	1,596	-------	-------
Chambersburg	1,996	1,562	51,646	79,052	2,333	2,906	6,500	1,500
Charleroi	2,023	1,145	28,086	47,250	-------	2,701	2,600	1,300
Coatesville	-------	-------	43,672	54,374	-------	2,392	-------	-------
Columbia	2,322	2,557	22,749	32,496	1,723	1,838	(2)	-------
Connellsville	1,623	1,079	63,038	84,763	-------	2,813	2,580	-------
Dickson City	806	527	-------	-------	2,240	2,223	-------	-------
Donora	-------	-------	23,039	32,382	-------	3,244	-------	-------
Du Bois	1,397	883	54,111	68,714	2,603	2,565	-------	-------
Dunmore	1,360	-------	-------	-------	3,632	4,149	3,000	-------
Duquesne	-------	-------	24,440	28,165	2,903	3,841	-------	-------
Farrell	-------	-------	28,149	24,573	2,592	3,465	3,500	-------
Greensburg	653	344	106,135	145,566	2,570	3,044	8,000	-------
Homestead	513	326	50,939	76,903	2,742	3,433	6,500	-------
Jeanette	1,990	3,640	56,153	66,202	-------	2,587	-------	-------
Lebanon	5,651	6,017	79,531	150,762	3,485	3,530	11,000	(2)
McKees Rock	3,114	3,402	30,757	41,687	1,734	2,619	-------	-------
Mahanoy City	450	235	23,750	35,050	2,759	2,497	-------	-------
Meadville	1,841	2,636	68,442	101,263	2,059	2,559	10,000	4,000
Monessen	-------	5,280	35,421	43,148	3,728	4,689	(2)	7,000
Mount Carmel	1,221	805	22,904	31,785	1,942	2,450	-------	-------
Nanticoke	1,029	1,197	19,855	34,831	3,701	4,733	-------	-------
New Kensington	3,704	3,623	53,383	121,651	-------	2,354	-------	-------
North Braddock	-------	-------	-------	-------	2,744	3,090	-------	-------
Oil City	3,306	1,696	97,990	131,099	2,755	4,138	7,500	(1)
Old Forge	262	-------	-------	-------	2,806	3,130	-------	-------
Olyphant	-------	554	14,288	16,777	-------	2,333	-------	-------
Phoenixville	2,410	2,219	23,104	35,164	1,373	1,582	-------	-------
Pittston	974	662	65,572	93,852	2,802	3,790	-------	-------
Plymouth	588	431	19,226	22,793	2,699	3,648	-------	-------
Pottstown	4,099	4,701	52,662	83,082	2,802	2,955	8,600	-------
Pottsville	2,977	2,644	78,099	136,642	2,798	3,271	6,000	-------
Punxsutawney	457	270	35,049	45,512	-------	2,060	1,000	-------
Shamokin	3,251	-------	53,609	77,704	2,963	3,295	-------	-------
Sharon	2,707	2,888	71,158	101,857	3,416	4,308	13,000	-------
Shenandoah	759	804	27,209	37,198	3,619	3,396	900	-------
Steelton	-------	-------	20,532	22,336	1,802	2,123	-------	-------
Sunbury	2,128	2,200	47,488	72,684	2,839	3,204	5,000	-------
Swissvale	-------	-------	-------	-------	-------	2,216	-------	-------

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
EASTERN MANUFACTURING DISTRICT—continued								
Pennsylvania—Continued								
Tamaqua	806	880	$21,932	$32,078		2,594	$2,000	
Uniontown	573	252	87,955	141,978	2,629	3,763	1,200	
Warren	2,154	2,165	120,238	717,452	2,282	2,839	5,000	
Washington	2,880	1,759	80,577	523,953	3,870	4,229	15,000	
West Chester	1,005	907	77,209	105,808	1,832	1,807		
Wilkinsburg	323	276			3,566	4,232	1,550	
Woodlawn			17,637	33,819		3,601		
WESTERN MANUFACTURING DISTRICT								
Ohio:								
Akron	65,054	52,546	1,191,209	1,527,965	24,236	33,455	40,000	(1)
Canton	20,336	15,362	369,992	664,554	11,407	18,028	35,000	$3,000
Cincinnati	69,680	63,715	4,313,870	7,503,508	41,439	46,374		(1)
Cleveland	157,730	132,852	6,026,641	9,196,694	100,834	131,114	320,000	(1)
Columbus	26,751	24,590	1,710,497	2,826,287	28,474	36,793		25,000
Dayton	31,131	29,341	980,665	2,111,115	18,980	24,132	45,000	
East Cleveland	88	1,274				6,403	1,000	
Hamilton	8,553	9,569	127,034	191,201	4,711	5,986	20,000	
Lakewood	1,821	294			5,142	8,989	12,000	
Lima	4,901	4,623	189,156	279,719	5,373	7,273	18,000	
Lorain	11,677		72,774	115,571	5,559	7,672	8,500	6,000
Mansfield	4,711	4,998	158,180	252,869		4,763	9,675	
Marion	4,125	4,149	89,410	153,921	4,208	5,249	10,000	12,500
Newark	4,570	4,707	105,023	144,626	4,381	4,428	8,000	
Portsmouth	5,914	6,100	113,736	225,592	4,829	7,038	4,500	
Springfield	12,264	10,034	1,368,804	2,465,087	8,427	9,900		
Steubenville	3,855	4,512	96,159	156,711		5,173	11,750	
Toledo	42,090	37,209	1,530,832	2,306,402	31,662	36,746	99,000	
Warren	2,433	3,228	112,035	178,927	3,850	6,498	2,920	
Youngstown	19,414	19,215	428,129	655,231	17,909	25,972	27,500	
Zanesville	3,014	2,686	145,414	200,492	4,045	5,362	12,000	(2)
Alliance	5,117	3,791	92,720	154,715	3,692	4,695	15,000	
Ashtabula	4,172	2,066	57,569	77,221		3,682	11,500	
Barberton	4,762	5,674	48,112	80,690		3,953	10,000	
Bellaire	2,277		35,563	50,564	2,777	3,336	8,000	
Bucyrus	1,861	1,309	39,840	53,542		1,733		
Cambridge	1,782	1,628	56,272	65,057	2,943	3,291		
Chillicothe	1,638	1,821	69,812	72,500	2,300	2,938	6,000	(2)
Cleveland Heights						5,393		
Coshocton	1,959	1,801	73,628	91,001		2,052		
Cuyahoga Falls	784	813	29,798	40,721		2,347		
East Liverpool	4,311	4,212	74,937	117,148	4,038	4,686	5,000	
East Youngstown (changed to Campbell)			11,298	12,200		3,262		
Elyria	4,590	3,953	96,277	133,327	2,419	3,941	12,000	
Findlay	1,715	2,067	73,987	105,319	2,689	3,296	5,000	
Fremont	2,999	1,945	50,587	106,291		2,111	1,750	
Ironton	1,971	1,561	40,444	56,573	2,309	2,700	7,800	
Kenmore	135	644				3,028		
Lancaster	2,024	2,179	44,723	63,453	2,276	2,621	2,400	
Marietta	1,285	884	88,382	113,360	2,466	2,577	7,500	3,400
Martins Ferry	1,517	2,791	19,958	33,113		2,790	1,000	
Massillon	2,153	1,468	83,420	136,883	2,597	3,518	10,000	
Middletown	6,442	6,992	71,579	161,112		4,680		
New Philadelphia	1,247	1,131	30,226	47,007		2,418	4,500	
Niles	2,945	3,156	30,003	44,678		2,895	6,250	
Norwood	8,283	5,801			2,593	2,977		
Piqua	3,293	3,302	71,728	101,797	2,057	2,476	1,400	
Salem	2,237	2,177	53,421	78,854		2,034	2,500	
Sandusky	3,447	2,746	105,482	172,568	2,684	3,735	12,000	
Tiffin	2,213	2,067	59,710	86,467	1,770	1,876	5,000	
Indiana:								
Anderson	7,928	7,276	137,475	208,372	4,785	5,240	7,500	
East Chicago	8,957	10,465	68,725	106,072	3,887	6,964	17,500	
Evansville	12,526	12,603	408,105	631,816	9,102	12,122	45,000	6,200
Fort Wayne	16,344	16,659	566,740	1,050,968	8,365	13,795	28,000	
Gary			118,931	230,908	6,726	14,275	19,000	
Hammond	6,065	6,379	205,366	307,079	4,980	8,722	20,000	
Indianapolis	49,977	41,805	2,613,654	4,688,843	35,005	45,274	100,000	
Kokomo	6,727	4,780	122,871	165,188	4,010	5,150	12,000	
Muncie	6,559	6,853	153,199	245,304	4,945	6,516		

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
WESTERN MANUFACTURING DISTRICT—continued								
Indiana—Continued								
Richmond	4,938	4,707	$154,458	$222,876	3,726	4,514		
South Bend	14,792	22,054	380,667	834,834	8,253	14,780	$50,000	$5,000
Terre Haute	6,458	3,135	302,301	421,068	11,070	10,863	35,000	
Bloomington	1,420	1,911	55,416	107,942		2,903	8,000	5,800
Clinton	469	209	19,720	25,975		2,152	5,500	
Crawfordsville	785	801	57,559	80,948		1,948	7,000	
Elkhart	5,728	5,353	150,122	243,720	3,531	4,579	13,750	
Elwood	2,167	2,103	31,046	43,435	1,953	2,105		
Frankfort	1,275	1,045	42,565	58,668		2,229		
Huntington	2,165	2,296	113,919	138,154	2,246	2,436	10,000	
Jeffersonville	1,017	577	26,804	29,545	1,344	1,815	1,800	
La Porte	3,502	3,027	80,345	131,598	1,846	2,819	9,000	
La Fayette	2,550	1,357	148,996	231,207		3,009		
Logansport	2,338	1,434	66,299	92,880	3,142	3,524	6,875	
Marion	4,646	4,044	112,327	162,404	3,201	3,793	15,000	
Michigan City	3,452	3,566	47,793	94,934	2,301	3,254	25,000	2,000
Mishawaka	5,068	5,506	72,357	195,528	1,974	3,670	13,000	
New Albany	1,239	2,594	53,956	81,568	3,193	3,212	9,000	(2)
New Castle	4,041	3,807	62,893	81,517		2,798	11,250	
Peru	1,466	1,091	56,147	143,601	1,736	2,157		
Vincennes	1,191	942	70,968	99,251	2,437	2,781	10,000	
Whiting			17,385	36,346		1,713	1,800	
Illinois:								
Aurora	6,608	4,770	196,411	382,964	3,967	5,612	17,000	2,000
Bloomington	2,818	2,808	177,532	271,872	3,714	4,492	40,000	
Chicago	403,942	370,041	40,999,915	60,655,018	304,518	415,703	375,000	(1)
Cicero	14,754	17,772			5,896	7,269		
Danville	3,343	2,266	135,044	211,286	3,334	6,921	14,000	
Decatur	5,693	7,178	225,551	374,960	6,368	8,624	18,000	(2)
East St. Louis	8,785	7,311	149,512	251,724	8,559	11,056	12,500	
Elgin	6,846	7,497	236,701	364,531	3,732	4,073	7,500	
Evanston	1,405	1,335	161,947	331,262	4,080	5,776	6,000	
Joliet	11,259	2,770	198,211	321,801	5,000	6,076	25,000	
Moline	5,444	4,409	266,467	306,148	4,245	4,605	16,000	
Oak Park	383	436	114,173	240,268	4,188	5,967	7,500	
Peoria	7,977	5,284	651,622	972,085	9,632	11,092	60,000	
Quincy	4,443	4,274	252,377	393,383	3,699	4,237	8,750	
Rock Island	3,208	3,042	226,555	314,192	4,592	4,516	11,250	(2)
Rockford	14,992	14,045	394,900	665,875	8,431	10,893	18,500	
Springfield	5,365	4,904	467,539	780,012	8,234	10,132	45,000	3,000
Alton	3,236	2,919	71,526	151,286	3,180	4,175		
Belleville	3,160	3,517	59,975	102,524	2,703	2,583	7,500	1,500
Berwyn	25	29	9,909	29,275		4,086		
Blue Island	1,180	1,163	30,564	54,282		1,595		
Cairo	1,792	1,328	70,116	85,044	2,541	2,839	11,000	5,340
Canton	1,296	867	40,393	50,483	2,102	2,162	5,500	
Centralia	1,003	97	40,621	57,688		1,903	8,500	
Champaign	1,063	326	132,044	224,626	2,720	2,997	10,000	2,000
Chicago Heights	5,328	4,588	89,793	103,296	2,636	3,186	7,500	
Forest Park	192	420		42,467		1,538	1,000	
Freeport	3,177	2,576	118,222	213,797	2,725	2,971		
Galesburg	2,222	1,987	119,131	274,757	3,613	4,630	25,000	
Granite City	5,493	7,033	34,808	62,235		3,750	2,934	
Herrin	52	79	20,042	30,201		2,100		
Jacksonville	1,091	1,099	63,182	102,784	1,883	2,234	13,500	46,700
Kankakee	1,959	1,661	71,838	117,592	2,293	2,636	7,500	
Kewanee	3,909	3,484	52,514	81,117		2,593	8,000	
La Salle	1,792	1,365	47,380	89,730	1,163	1,240	8,000	1,000
Lincoln	194	276	36,260	51,412	1,428	1,156	7,000	
Mattoon	1,134	1,050	45,369	66,162	2,348	2,846	10,000	
Maywood	2,217		28,689	57,615		3,557	1,000	
Murphysboro	1,139	608	27,668	38,310		1,255	10,000	
Ottawa	729	1,129	57,586	75,761		1,312	8,250	1,150
Pekin	934	878	28,418	47,544		2,514	8,350	760
Streator	1,301	1,390	51,644	72,975	1,668	1,789	3,400	2,400
Urbana	509	369	51,528	98,466		2,392	6,000	
Waukegan	2,538	3,696	108,258	191,117	2,710	3,531	12,750	
Wisconsin:								
Green Bay	4,798	3,880	183,596	287,113	3,939	4,541	30,000	
Kenosha	13,045	11,994	163,615	272,126	5,313	7,504	12,000	
La Crosse	4,503	4,731	191,588	393,073	4,352	5,113	24,400	
Madison	3,189	4,286	430,946	753,158	5,589	8,275	20,000	2,500

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
WESTERN MANUFACTURING DISTRICT—continued								
Wisconsin—Continued								
Milwaukee	84,222	77,432	$2,893,106	$5,181,803	50,445	64,303	$36,000	(1)
Oshkosh	6,190	6,911	151,652	274,798	4,552	4,917	16,000	(2)
Racine	15,812	11,102	383,130	617,583	7,437	9,341	25,000	$1,000
Sheboygan	6,467	6,534	114,655	198,537	3,872	4,817	38,000	2,500
Superior	6,162	2,297	128,576	158,180	6,285	6,849	12,500	-------
Appleton	2,691	2,705	89,121	153,117	2,712	3,372	15,000	2,200
Ashland	1,080	578	47,909	63,990	1,806	1,774	7,850	-------
Beloit	4,623	5,032	109,964	183,415	3,849	4,811	-------	-------
Eau Clair	3,301	2,890	112,096	172,571	2,741	3,622	8,000	1,500
Fond du Lac	3,239	3,341	91,295	170,942	4,029	4,434	8,000	2,000
Janesville	2,803	2,671	112,444	195,876	2,339	3,046	14,000	-------
Manitowoc	4,078	3,338	81,263	131,927	2,376	3,072	-------	-------
Marinette	2,648	1,633	53,927	76,918	2,129	2,316	2,500	-------
Stevens Point	1,231	1,101	58,195	109,357	-------	1,864	3,500	-------
Waukesha	2,339	1,877	73,530	107,172	-------	2,293	3,000	(2)
Wausau	2,320	2,926	85,727	157,347	3,375	3,589	10,500	-------
West Allis	6,970	7,164	-------	-------	-------	4,182	-------	-------
Michigan:								
Battle Creek	6,680	6,210	248,209	502,952	4,791	6,787	15,500	4,278
Bay City	5,057	5,896	244,460	284,277	5,861	7,129	15,000	-------
Detroit	167,016	172,742	5,572,138	10,039,635	100,040	158,457	-------	50,000
Flint	24,603	25,024	321,810	475,040	11,043	19,249	30,000	-------
Grand Rapids	23,548	25,479	902,816	1,591,724	16,784	22,185	45,000	(1)
Hamtramck	-------	23,985	-------	-------	-------	10,938	-------	-------
Highland Park	-------	43,491	-------	-------	-------	7,656	-------	-------
Jackson	9,620	8,052	268,574	409,970	6,011	7,478	19,200	1,000
Kalamazoo	7,629	6,851	299,037	544,919	6,385	7,813	18,750	4,900
Lansing	12,349	12,982	398,606	655,548	8,357	12,070	-------	-------
Muskegon	9,716	8,917	149,235	293,259	4,688	6,498	-------	7,500
Pontiac	7,682	6,138	226,387	210,090	4,238	6,595	15,000	-------
Port Huron	2,231	2,098	117,018	152,257	1,807	4,742	18,000	-------
Saginaw	9,472	9,582	224,630	372,686	8,191	10,775	30,000	-------
Adrian	1,870	1,662	63,658	186,713	1,674	2,173	9,000	-------
Alpena	1,372	1,463	26,967	41,021	1,274	1,582	1,500	-------
Ann Arbor	1,612	1,198	147,914	250,554	2,830	3,637	15,000	-------
Benton Harbor	2,328	1,931	78,877	120,519	-------	2,712	11,000	-------
Calumet	-------	-------	33,746	32,205	4,329	2,873	-------	-------
Escanaba	842	728	67,694	73,815	2,086	2,359	12,500	-------
Holland	2,748	2,595	54,447	113,699	2,238	2,613	12,500	-------
Ironwood	399	315	32,650	52,093	3,129	3,704	-------	-------
Ishpeming	107	305	28,367	35,819	1,965	2,002	-------	-------
Marquette	1,415	1,163	53,413	78,128	1,453	1,677	-------	-------
Monroe	2,904	3,054	47,787	77,207	-------	1,737	1,000	-------
Owosso	1,781	2,000	44,903	66,372	-------	2,817	1,800	-------
Sault Ste. Marie	1,248	1,170	39,917	56,784	2,202	2,458	6,000	-------
Traverse City	960	818	43,935	63,852	1,546	1,853	-------	-------
Wyandotte	6,214	3,462	37,142	76,468	-------	3,290	5,000	-------
WESTERN AGRICULTURAL DISTRICT								
Minnesota:								
Duluth	10,472	6,545	590,879	836,897	15,119	19,032	82,250	125,000
Minneapolis	38,154	31,730	4,083,496	6,497,696	50,227	69,037	-------	17,000
St. Paul	22,649	23,664	2,384,212	4,589,245	26,190	34,337	3,000	-------
Austin	-------	-------	44,707	64,811	-------	2,077	5,000	-------
Faribault	806	942	49,438	70,347	-------	1,444	8,500	-------
Hibbing	50	60	32,251	56,601	-------	5,444	3,330	-------
Mankato	771	559	100,764	159,702	1,645	1,837	10,000	-------
Rochester	359	262	84,884	142,778	-------	2,456	6,000	-------
St. Cloud	1,998	1,611	109,708	108,071	1,174	1,852	5,000	-------
Virginia	-------	-------	41,063	57,381	3,111	3,938	-------	1,440
Winona	2,534	2,259	127,281	238,320	2,211	2,383	13,000	(2)
Iowa:								
Cedar Rapids	6,284	5,616	436,066	588,242	7,074	8,289	21,675	-------
Council Bluffs	1,891	2,089	157,057	241,413	5,939	7,949	-------	-------
Davenport	3,928	3,490	443,160	679,161	7,224	7,683	70,000	-------
Des Moines	7,085	8,007	1,992,352	3,177,078	19,187	24,190	85,000	1,500
Dubuque	6,147	5,506	311,633	352,970	3,018	3,631	22,000	-------
Sioux City	6,749	6,153	663,289	832,532	9,558	13,029	30,000	4,000
Waterloo	4,620	4,205	315,040	451,764	5,803	7,542	20,000	(2)

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
WESTERN AGRICULTURAL DISTRICT—continued								
Iowa—Continued								
Boone	369	802	$42,611	$52,424	2,046	2,359	$7,500	-------
Burlington	2,274	2,406	133,699	188,798	3,470	4,229	-------	-------
Clinton	3,452	3,095	111,778	160,518	2,610	3,103	11,000	$10,000
Fort Dodge	1,605	607	131,794	158,621	-------	3,681	14,000	57,286
Fort Madison	1,029	905	40,967	103,869	-------	1,850	7,500	-------
Iowa City	322	309	96,087	156,860	1,411	1,804	14,000	-------
Keokuk	1,598	1,306	94,931	125,791	2,250	2,231	5,000	-------
Marshalltown	1,338	1,459	105,818	128,640	2,662	2,892	12,000	1,000
Mason City	2,367	1,736	126,051	186,819	3,239	4,404	13,000	1,000
Muscatine	2,522	3,046	70,894	89,901	2,215	2,620	-------	-------
Ottumwa	2,601	2,625	106,596	144,975	4,459	5,283	12,640	-------
Missouri:								
Joplin	1,810	2,198	141,946	213,706	5,393	6,204	15,000	25,000
Kansas City	22,137	25,576	5,835,915	10,921,775	41,555	54,551	150,000	105,000
St. Joseph	5,943	5,610	485,858	691,958	10,186	11,841	42,000	(1)
St. Louis	107,919	105,022	8,234,743	12,725,965	82,815	86,866	190,000	54,000
Springfield	2,910	3,273	229,015	405,675	6,789	9,088	20,000	2,000
Cape Girardeau	1,427	2,331	39,137	67,366	-------	2,408	10,000	-------
Carthage	515	516	40,535	72,590	-------	2,197	4,800	10,000
Columbia	379	484	77,572	163,110	-------	2,390	5,000	-------
Hannibal	2,800	2,978	58,777	100,670	2,652	3,316	13,500	1,000
Independence	283	389	33,441	67,194	-------	3,647	7,100	-------
Jefferson	1,713	1,924	111,725	178,312	1,553	2,205	7,750	-------
Moberly	570	613	38,237	53,424	2,040	2,192	6,000	-------
Sedalia	1,163	625	74,889	107,329	3,077	3,945	6,000	-------
Arkansas:								
Fort Smith	2,675	3,087	154,563	270,677	4,809	6,017	30,000	7,000
Little Rock	3,686	3,723	656,831	902,077	9,655	11,914	75,000	-------
Hot Springs	342	287	83,309	111,874	1,816	3,404	49,500	-------
North Little Rock	2,784	2,406	-------	-------	-------	3,700	-------	-------
Pine Bluff	1,689	1,526	97,571	124,394	3,367	4,058	1,000	-------
Texarkana	-------	170	110,012	157,712	-------	-------	18,000	1,200
Louisiana:								
New Orleans	26,641	22,118	1,998,288	2,848,423	36,832	45,712	225,000	-------
Shreveport	2,127	2,253	334,452	503,597	3,606	13,312	72,000	-------
Alexandria	724	672	92,329	139,255	1,531	3,509	20,000	-------
Baton Rouge	500	615	102,268	190,987	1,394	6,077	26,000	-------
Lake Charles	1,222	886	66,420	82,241	3,013	2,698	-------	5,000
Monroe	745	866	61,567	115,832	1,013	1,996	16,000	-------
Texas:								
Austin	745	762	244,004	350,039	4,761	6,917	30,000	3,000
Beaumont	1,585	1,507	168,028	226,824	5,479	6,188	28,000	-------
Dallas	7,913	9,412	2,300,807	3,652,548	15,266	32,862	120,000	50,000
El Paso	3,912	4,144	455,094	510,215	9,374	14,865	50,000	40,000
Fort Worth	4,452	6,968	1,100,827	1,654,635	10,842	20,845	90,000	10,000
Galveston	1,416	1,337	196,798	293,180	4,383	5,103	50,000	12,000
Houston	9,860	9,007	1,252,365	1,803,819	15,459	30,212	90,000	(1)
San Antonio	6,614	5,440	913,224	1,172,141	17,206	23,410	-------	50,000
Waco	1,362	1,500	236,407	381,628	6,307	8,336	50,000	-------
Wichita Falls	932	1,326	237,849	308,038	-------	6,826	50,000	-------
Abilene	130	159	62,514	136,530	-------	3,314	20,000	-------
Amarillo	496	367	114,614	217,196	-------	3,705	60,00	-------
Brownsville	119	170	29,186	47,656	1,044	1,825	18,000	-------
Cleburne	1,127	-------	33,216	37,455	2,989	3,326	15,000	-------
Corpus Christi	94	109	47,317	77,320	-------	1,918	27,000	5,500
Corsicana	599	465	44,410	77,399	-------	3,030	12,000	-------
Del Rio	93	-------	18,467	23,666	-------	837	3,600	-------
Denison	1,084	646	51,235	60,469	3,026	2,767	10,300	-------
Greenville	163	285	49,276	65,788	-------	2,584	7,500	-------
Laredo	303	347	51,119	84,919	-------	3,475	9,000	-------
Marshall	1,670	1,626	42,190	56,669	2,544	3,355	10,000	-------
Palestine	1,084	534	39,907	50,052	1,716	2,055	-------	-------
Paris	939	779	69,652	77,846	3,044	3,220	13,000	-------
Port Arthur	-------	181	58,320	98,453	-------	5,815	35,000	2,525
Ranger	170	-------	81,053	30,792	-------	1,420	5,000	-------
San Angelo	144	216	44,839	80,822	1,564	2,042	-------	-------
Sherman	871	840	84,314	99,961	2,459	2,817	10,000	-------
Temple	412	403	68,448	67,000	2,086	2,499	10,000	-------
Texarkana	802	1,061	-------	-------	-------	2,497	18,000	-------
Tyler	732	637	60,807	84,675	1,908	2,611	13,000	-------

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
WESTERN AGRICULTURAL DISTRICT—continued								
Oklahoma:								
Muskogee	1,218	1,211	$193,051	$233,573	5,328	6,397	$17,500	$7,500
Oklahoma City	4,375	3,544	981,649	1,492,110	13,884	20,788	100,000	-------
Tulsa	1,749	1,678	488,167	816,069	10,903	16,265	100,000	-------
Ardmore	305	192	64,753	81,084	-------	2,717	8,000	-------
Bartlesville	246	72	76,941	117,845	-------	2,451	7,500	-------
Chickasha	548	450	46,329	65,987	1,926	2,865	10,000	-------
Enid	478	245	82,601	130,206	3,004	4,050	9,407	-------
Guthrie	244	131	48,761	55,054	-------	2,217	4,500	-------
McAlester	149	154	60,929	73,655	1,901	2,884	9,000	-------
Okmulgee	455	-------	74,032	95,720	-------	2,283	25,000	-------
Sapulpa	552	396	44,345	50,877	-------	2,542	3,000	-------
Shawnee	1,114	819	60,091	84,199	2,958	3,180	7,000	-------
Kansas:								
Kansas City	22,839	14,137	262,137	460,955	13,528	18,865	35,000	-------
Topeka	5,597	3,979	758,385	1,125,311	7,274	9,164	22,500	(2)
Wichita	3,045	3,954	647,074	929,252	10,740	15,412	30,000	-------
Arkansas City	276	-------	47,179	74,746	-------	3,207	15,000	-------
Atchison	862	771	78,806	125,183	1,581	1,831	1,500	-------
Chanute	195	134	35,084	44,940	-------	2,141	3,000	-------
Coffeyville	1,225	1,470	51,706	69,077	2,082	3,318	13,000	-------
El Dorado	131	62	50,046	61,631	-------	2,098	6,875	-------
Emporia	106	124	67,224	99,868	-------	2,388	5,900	-------
Fort Scott	596	570	42,946	57,761	1,767	2,665	8,000	-------
Hutchinson	1,766	950	166,516	225,371	3,407	4,758	21,000	-------
Independence	169	419	78,373	98,194	1,921	2,508	8,900	-------
Lawrence	494	355	98,753	136,667	2,127	2,702	11,000	-------
Leavenworth	1,319	1,145	61,140	77,271	2,177	2,351	10,000	-------
Parsons	1,145	1,157	64,531	74,511	2,410	2,709	7,500	-------
Pittsburg	1,594	1,200	64,951	101,056	3,191	3,595	16,000	-------
Salina	630	566	113,332	196,507	-------	3,331	9,000	1,900
Nebraska:								
Lincoln	2,743	2,008	654,055	842,108	9,426	10,674	50,000	8,000
Omaha	21,304	15,463	2,311,605	2,991,639	28,432	36,020	150,000	(1)
Grand Island	733	225	98,239	149,308	2,364	3,249	15,000	-------
Hastings	658	600	77,972	126,106	-------	2,756	16,000	-------
North Platte	378	426	34,042	46,057	-------	2,179	9,500	-------
South Dakota:								
Sioux Falls	1,751	1,971	271,906	453,195	3,632	5,392	-------	-------
Aberdeen	700	553	175,755	210,040	1,787	2,587	21,414	2,000
North Dakota:								
Fargo	723	491	356,838	448,007	3,152	4,193	10,000	(1)
Grand Forks	501	336	121,766	167,080	2,416	2,686	15,000	-------
Minot	336	353	71,326	120,474	-------	2,313	6,000	-------
FAR WEST DISTRICT								
Montana:								
Butte	930	538	236,355	254,691	7,105	7,080	22,500	-------
Anaconda	272	101	39,372	45,362	1,601	1,784	-------	-------
Billings	573	243	170,843	185,585	2,783	3,144	-------	-------
Great Falls	1,157	952	160,611	220,712	4,398	5,088	10,000	15,000
Helena	539	248	154,919	151,295	1,745	1,755	11,000	-------
Missoula	908	513	72,802	95,241	1,821	2,040	10,000	-------
Wyoming:								
Casper	1,886	-------	73,020	142,892	-------	4,611	23,750	-------
Cheyenne	1,401	25	98,568	136,538	1,597	2,513	6,000	-------
Colorado:								
Colorado Springs	714	451	186,629	260,687	5,272	5,943	40,000	25,000
Denver	16,635	15,077	2,536,372	3,550,585	37,373	42,171	100,000	75,000
Pueblo	1,856	1,240	219,551	362,832	6,943	9,181	20,000	6,000
Boulder	165	160	68,358	102,297	-------	2,467	10,000	8,600
Greeley	178	190	57,574	86,205	-------	2,084	8,500	1,000
Trinidad	552	313	49,987	79,153	1,978	2,490	5,800	-------
New Mexico:								
Albuquerque	1,283	1,317	121,400	172,343	2,286	3,571	-------	(1)
Arizona:								
Phoenix	861	878	229,505	371,671	4,476	5,967	33,000	50,000
Tucson	1,141	972	86,785	142,738	-------	5,146	15,000	25,000

See footnotes at end of table.

Cities	Wage earners, average number		Postal receipts		Average daily school attendance		Chamber of commerce income, 1925	Community advertising fund
	1919	1925	1920	1926	1920	1926		
FAR WEST DISTRICT—contd.								
Nevada:								
Reno	324	277	$128,578	$175,844	1,946	2,415	$10,000	$2,869
Utah:								
Ogden	3,111	2,353	185,156	270,806	6,049	7,940	22,150	(1)
Salt Lake City	6,362	4,898	904,228	1,356,851	22,667	28,062	90,000	69,000
Provo	525	475	51,291	72,405	-------	3,084	7,500	-------
Idaho:								
Boise	573	322	203,131	230,869	3,424	4,001	15,000	-------
Pocatello	1,639	1,238	88,020	120,850	-------	3,572	9,000	-------
Washington:								
Bellingham	3,088	2,722	95,973	150,396	4,333	5,080	9,000	-------
Everett	3,273	4,600	127,713	139,326	4,513	5,764	8,000	10,000
Seattle	40,843	19,200	2,231,889	3,259,634	39,508	49,220	304,520	60,000
Spokane	4,752	6,098	799,410	1,112,150	15,719	18,812	-------	(1)
Tacoma	10,714	12,315	395,787	554,196	14,048	17,824	75,000	(1)
Aberdeen	2,715	3,276	51,238	91,298	2,426	3,644	10,000	-------
Hoquiam	2,164	2,795	30,227	45,600	-------	2,310	10,000	2,000
Vancouver	4,522	1,148	38,816	54,972	-------	2,654	7,000	-------
Walla Walla	428	318	94,134	104,185	2,791	2,987	11,000	-------
Yakima	1,326	918	107,873	174,749	3,212	4,199	25,000	-------
Oregon:								
Portland	26,813	20,077	1,788,307	3,010,689	33,585	44,891	175,000	(1)
Astoria	1,404	731	59,668	55,899	-------	2,062	10,000	-------
Eugene	534	682	63,532	132,790	-------	3,111	12,000	10,000
Salem	1,080	1,687	118,712	200,878	2,615	4,145	12,000	2,500
California:								
Alameda	6,787	1,145	52,166	91,638	4,270	5,495	3,000	(1)
Berkeley	2,319	3,228	226,043	413,997	8,219	11,327	20,000	1,500
Fresno	3,903	3,401	313,918	493,097	8,694	12,478	45,000	-------
Long Beach	3,769	1,712	198,169	533,866	8,255	18,744	40,000	25,000
Los Angeles	47,118	58,026	3,598,744	8,469,372	75,562	166,941	500,000	(3)
Oakland	23,347	15,537	703,402	1,809,285	29,081	40,620	80,000	16,750
Pasadena	1,044	1,043	236,008	522,627	6,985	13,753	50,000	17,000
Sacramento	6,341	6,033	622,962	824,558	8,617	12,456	100,000	46,000
San Diego	3,427	3,177	358,616	671,109	9,295	18,175	90,000	100,000
San Francisco	48,550	41,373	5,072,457	8,395,343	48,446	57,982	350,000	140,000
San Jose	3,090	4,507	190,472	325,583	6,189	9,345	23,000	5,212
Stockton	3,534	2,735	206,787	317,144	6,099	8,077	50,000	8,472
Bakersfield	1,178	1,064	96,407	149,516	3,221	4,350	26,000	(2)
Eureka	977	1,406	49,521	87,225	2,024	2,584	30,000	-------
Glendale	216	765	-------	230,687	-------	5,347	18,000	7,206
Pomona	535	537	40,936	77,574	2,474	3,548	10,000	1,000
Richmond	4,305	4,415	40,430	61,791	-------	4,488	20,000	3,600
Riverside	421	402	75,630	129,768	3,539	4,937	16,000	(1)
San Bernardino	2,107	1,744	60,530	123,853	3,142	6,127	15,000	(1)
Santa Ana	628	677	62,415	139,541	-------	4,919	18,000	13,270
Santa Barbara	481	291	108,408	196,021	2,274	4,192	30,000	(1)
Santa Cruz	572	229	46,602	82,968	1,765	2,390	35,000	-------
Santa Monica	136	502	58,965	157,226	-------	4,995	(2)	14,292
Vallejo	478	-------	74,585	74,759	1,844	2,224	11,000	(1)
Venice	48	-------	21,568	42,676	-------	-------	-------	-------

[1] Community advertising reported from various sources; amount not stated.
[2] Less than $1,000.
[3] Between $700,000 and $1,000,000.

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